

CENTER FOR DEMOCRACY AND GOVERNANCE

? ...promoting the transition to and consolidation of democratic regimes throughout the world.?

RESULTS REVIEW AND RESOURCE REQUEST FY 2002



April 2000

**Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U.S. Agency for International Development
Washington, D.C. 20523-3100**

Please Note:

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RESULTS REVIEW AND RESOURCE REQUEST FY 2002

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I. OVERVIEW OF CENTER PERFORMANCE AND ISSUES FOR SENIOR MANAGEMENT CONSIDERATION

USAID's support for democratic governance helps to promote advances towards democratization in 72 country and regional programs. Its purpose is to strengthen public and private institutions of democratic governance; to make integrity, accountability, transparency, and responsiveness to citizens at all levels of governance the norm; to overcome the insidious legacies of authoritarian rule; and to facilitate a deepening of citizen participation and cultural commitment to democratic norms. The Center for Democracy and Governance (G/DG or Center) has a role to play in making USAID's programs as effective as possible—through engaging in critical U.S. foreign policy priorities and providing technical expertise, field support, and program management to support Agency efforts.

A. Summary of Center Accomplishments

Last year was a watershed year for the Center. The new Administrator, J. Brady Anderson, reaffirmed and strengthened the Agency's commitment to continued work in democracy and governance (DG), publicly arguing that democracy is the foundation upon which lasting social and economic progress depends. He has taken a number of critical steps to assure that DG programs within USAID have sufficient funding, making the case to the Office of Management and Budget, the U.S. State Department (State), and the Congress for increased DG funding. More specifically, the Agency took steps to reverse the downward trend of G/DG's operating year budget (OYB)—FY 2000 saw incremental progress back towards an OYB level that would allow the Center to sustain critical functions.

Despite staff turnover, procurement delays, and reduced budgets, the Center remained "on track" in meeting its objectives. It actively engaged in key foreign policy initiatives related to democracy, completed a number of technical publications, provided extensive training to field officers, supported over 38 missions through direct TDY support and countless others through access to expertise of G/DG staff, and managed field-relevant, rapid-response mechanisms.

Given the intense U.S. foreign policy interest in democracy, the Center has focused on maintaining a targeted involvement in critical U.S. foreign policy processes. In recognition for the role that G/DG has played, senior State representatives voiced their strong support for maintaining and, indeed, augmenting the Center's capacity in the FY 2001 BPBS process. G/DG has served as coordinator for USAID participation in anti-corruption and rule of law (ROL) inter-agency efforts, and actively participated in the USAID-State assistance coordination working group, the economic support funds (ESF) allocation process for democracy, and preparations for the Worldwide Community of Democracies. Highlights include the following:

- The Center actively supported USAID's work in State's four democracy priority countries: **Colombia, Indonesia, Nigeria, and Ukraine**, including participating in inter-agency assessments, task forces, and the design of strategies and programs, as well as providing mechanisms for implementation.
- In addition, G/DG is part of the inter-agency committee that negotiates the use of regional ESF DG funds, which total some \$20 million each in FYs 1999 and 2000. Its experience with ESF helped the Center to make critical contributions to the USAID-State assistance coordination working group and the resulting recommendations on increasing collaboration and coordination between the two agencies.

- In other work with State, the Center has actively participated in preparations and contributed funding for the Worldwide Community of Democracies, a secretary of state-led initiative to encourage global consensus on a set of democratic principles. Toward this end, the governments of Chile, the Czech Republic, India, Mali, Poland, South Korea, and the United States will convene a conference involving the foreign ministries of some 130 countries committed to pursuing a democratic path.
- In response to strong interest from the chairman of the Senate Appropriations Committee for U.S. government (USG) support to establish a new Pell Center for International Relations and Public Policy, G/DG took the lead for the Agency in establishing a memorandum of understanding for the U.S. Information Agency to manage the Pell activity. The Center ensured timely completion of the entire process, closely coordinating with State and the U.S. Information Agency, and keeping Congress informed of the process.
- USAID, and the Center, have been engaged in follow-up to last year's anti-corruption conference convened by Vice President Al Gore. A large USG delegation was sent to the International Anti-corruption Conference in Durban, where G/DG organized a meeting to highlight lessons learned for the entire USG delegation.
- The recently signed Presidential Decision Directive on Strengthening Criminal Justice Systems in Support of Peace Operations in Complex Contingencies (PDD#71) recognized the expertise of USAID and the Center in ROL in post-conflict societies. The PDD tasked G/DG with establishing a partnership with the Department of Justice (Justice) to ensure that rapid-response initiatives also help to lead to sustainable and legitimate justice sector institutions necessary for development of stable democracies. In addition, the Center collaborated with State's new senior ROL coordinator in assessing opportunities in **Indonesia** and **Nigeria**, as well as represented USAID in a number of inter-agency coordination ROL meetings.
- The Center has been actively supporting the Clinton Administration's new initiatives in the labor field. In addition to managing a \$60 million grant to the American Center for International Labor Solidarity, G/DG has been actively involved in the administration's efforts to launch a global anti-sweatshop initiative and to follow through on commitments to adopt and implement core labor standards around the world.
- Center experts have directly been involved with, as well as provided implementation capacity to support, a number of critical electoral processes, including Bosnia, Indonesia, Kosovo, Nigeria, and Peru. The expertise and rapid-response capacity of the Consortium for Elections and Political Processes (CEPPS) partners is highly regarded within USAID as well as by other key USG actors.

The need to gather, disseminate, and apply information and data on lessons learned by USAID and others in the last 15 years of DG promotion has now been widely recognized as absolutely critical. Noted expert Thomas Carothers recently stated in his book, *Aiding Democracy Abroad*, that USAID is demonstrating "learning" in its approach to DG programs. He particularly praised the establishment and efforts of the Center to make USAID's DG programs more effective.

- G/DG continued to break new ground in analyzing and documenting acquired DG knowledge, and providing operational guidance to make DG programs more effective. It

disseminated findings in five new handbooks on legislative strengthening, political party development assistance, media, elections and political processes, and strategic assessments.

- The Center also launched the Agency's website for democracy and governance which provides valuable DG program information from all parts of the Agency to the public. The website presents information from regional bureaus, the Center, and other operating units involved in the DG sector. This includes country program overviews and technical publications. During the first two months it was active, the website received over 56,000 hits with 10,000 users.
- Training remained a high priority for the Center and field mission representatives lauded the 1999 DG Officers Training Workshop in December. The workshop featured 16 different courses for the 100 plus attendees and was cited as "excellent" by participants. Field officers clamored for even more training opportunities in the future, given the number of U.S. direct hires (USDHs), personal service contractors (PSCs), and foreign service nationals (FSNs) who need basic and updated skills and knowledge of DG programming approaches.
- The 1999 DG Partners Conference was also praised by partners and field missions for being "timely, relevant, and substantive." Some 275 individuals, including over 100 partners and donor representatives, joined USAID DG officers for two days of lively and fruitful discussions. The Administrator opened the conference and Assistant Secretary of State for Democracy, Human Rights, and Labor Harold Koh introduced the first session. Participants engaged in substantive discussions on the problems of impunity; USAID-partner relations; managing for results; institutionalizing elections assistance; political party development assistance; civil society strategies assessment; ROL accomplishments; cross-sectoral linkages; gender integration; and making strategic choices with limited resources.

The Center continued to place a high priority on supporting missions through travel, providing direct advice and expertise, and providing mechanisms that can respond rapidly and appropriately to field needs. Last year G/DG mechanisms attracted approximately \$35 million in field mission and ESF contributions, more than three times as much as the Center's core OYB. G/DG is now putting in place second generation mechanisms; 17 new indefinite quantity contracts (IQCs) worth \$240 million were competed and the majority are now in place. In response to field concerns about high cost and lack of rapid response, G/DG pushed for and OP agreed to a new system of pricing structures and core delivery orders to augment the Center's response to rapidly emerging opportunities around the world.

B. Factors Impeding Progress

The Center's self assessment is that performance against the bureau mandate is "on track," and outside feedback supports this. Management assesses that staff are performing well, morale and job satisfaction are high, and the Center is rated as a good place to work. At the same time, discussions at a recent staff retreat indicate a level of frustration that troubles the organization up and down the ranks. Given the combination of workload and limited resources, dedicated staff are working diligently to deliver quality products and services, but competing demands mean that there is a constant need to re-examine and sometimes reorder priorities. Staff members become accustomed to this work environment and most thrive, but the trade-offs are such that staff have difficulty finding sufficient time to do long-term reflective work.

One of the largest sources of frustration comes in dealing with any matter of procurement. Given the insufficient procurement staff assigned to the Center, OP simply cannot keep up with G/DG needs, including quick response to often highly time-sensitive actions. This creates inefficiencies and impedes progress. It affects Center performance and USAID credibility. G/DG reports this complaint at every opportunity and appreciates senior bureau leadership attention to this matter. The Center hopes that any reorganization within OP addresses the clear imbalance between the number of staff assigned to backstop G/DG's procurement and its high-profile and significant workload.

The success of the Center and its staff brings its own costs. Staff turnover seems inordinately high. The movement of foreign service staff and regular turnover of DG Fellows is expected. Staff appointments through the inter-agency agreements with the Departments of Agriculture and Labor also include time limitations. The rub comes in the fact that the Center is also seeing a lot of turnover in its core USDH civil service staff. G/DG is losing valued mid-level staff, because the quality of Center personnel and their performance mean they receive attractive offers in this skill-deficit area. The movement of such well-trained and highly regarded staff, mostly through GS/FS conversions but also in two shifts to the A/AID office, is a positive step in the bigger picture. Staff carry the Center perspective and lessons learned, and promote political analysis as an integral element of development planning. But, as a result, G/DG seems to be in a constant mode of building and rebuilding. While the Management Council has been most supportive in authorizing additional hires, USAID's personnel system and hiring processes are inefficient and time-intensive, and the Center constantly grapples with vacancies.

C. Issues for Senior Management Consideration

The problems with procurement have been outlined above and brought to senior management's attention. Two additional issues are raised for attention of bureau management: 1) the need for an increase in the ceiling for USDH staff in G/DG; and, 2) the continued need to establish criteria for ESF allocation and to clarify the process by which allocations are made, including assessments of management implication.

The additional need for USDH staff (outlined further in Section IV) has been justified and endorsed previously in the R4 process. G/DG is on the front-lines of USAID's DG work, including responding to critical foreign policy priorities, upgrading USAID's DG cadre skills, and supporting understaffed field missions. Workload and responsibilities are such that current staff capacities are insufficient. An increase from 24 to 27 USDHs is merited.

The second issue was raised in last year's R4 and in the USAID-State assistance coordination working group. The Agency needs to come to an agreement with State on strategic criteria to guide resource allocation for democracy. Currently, the process by which the regional democracy ESF pots are established and then allocated is not subject to an overall strategic rationale. The process is not linked to available development assistance (DA) resources, and as a result, some critical DG country priorities—dependent on DA resources—may be under-funded while ESF is routed to lesser uses elsewhere. The process is also still not well connected to management and results requirements. G/DG will continue to make its existing grant mechanisms available to respond to non-presence programming requests of sufficient merit; however, it encourages USAID management to establish with S/RPP an agreement that an appropriate amount of ESF be allocated to USAID to defray management and oversight costs.

D. Areas for Improvement

G/DG seeks to improve efficiencies in its own operation, including institutionalization of routine internal processes. Standard operating procedures will be designed to facilitate orientation of new staff and reduce uncertainties over authorities. The Center will explore with Management Bureau and other operational units USAID's experience with standardized procedures, revise what may already exist to fit the G/DG situation, and design new procedures for unique requirements, such as ESF allocation and non-presence country management.

An effort to improve program management through periodic portfolio reviews has been reinvigorated. Technical teams and senior management review every contract and assistance award is reviewed to assess status, anticipate action requirements, and resolve issues. A backlog of activity closeout actions has accumulated and these are being addressed systematically.

Every effort is being made to reduce OP action requirements:

- Portfolio reviews are helping to anticipate and identify problems and issues before they become urgent matters requiring extraordinary contract officer attention.
- New assistance awards are being prepared with more forethought to scope and award ceilings to accommodate field activities through field support transfers and incremental funding actions in lieu of "add-ons" and program modifications.
- Leader with associates awards are similarly being employed.
- G/DG task orders are now broadly specified for the purposes of the technical leadership agenda, as well as to accommodate rapid response and discrete field or other requirements.
- Time is being added to new contracts and assistance awards as a contingency measure in an effort to reduce the number of no-cost extension requests.

II. THE CENTER'S SECTOR-LEVEL ACCOMPLISHMENTS

A results review organized by the Center's four SSOs or DG "sub-sectors" (ROL, elections and political processes, civil society, and governance) is provided in the next section. G/DG has also realized significant achievements at the sector level that cross-cut the four SSOs.

A. Strategic Assessments

The Center assists USAID Missions and other parts of USAID and the USG to define country-appropriate programs to assist in the transition to and consolidation of democracy. To help make strategic decisions on how and when to invest for greatest impact, G/DG has developed a flexible strategic assessment framework designed to analyze country-specific political conditions and craft targeted program interventions. Copies of *Conducting a DG Assessment: A Framework for Strategy Development* were distributed at the 1999 DG Partners Conference, where specific training sessions were held on strategic choices. An introductory session on the framework was also held at the 1999 DG Officers Training Workshop. The document has been heralded both inside and outside the Agency by academics and practitioners as one of the best applications of development assistance theory in the field of democracy. Using this methodology, Center staff conducted assessments and helped to develop strategies for a number of countries:

- G/DG efforts focused on providing advice to and designing strategies for State's priority DG countries, especially **Indonesia** and **Nigeria**, where Center staff participated in inter-agency assessments. Democratic transitions are underway in both countries, and their success is critical to USG interests.
- G/DG collaborated with the ANE Bureau to conduct a comprehensive DG assessment, including an analysis of the prospects for ongoing conflict in **Nepal**. The strategic recommendations were incorporated into the mission's five-year strategic plan, now being reviewed in Washington. The assessment was one of the Agency's first comprehensive conflict-prevention case studies and it now serves as a model for other missions.
- The Center sponsored a five-person assessment team to **Peru** that conducted a thorough review of conditions, opportunities, and constraints for democratic development. This report is to serve as the analytical foundation for the mission's five-year DG strategy.

G/DG also provided strategic advice and technical assistance through travel to **Morocco** to work with the mission to develop a DG strategy, to **Kenya** to update its DG strategy, and to **West Bank/Gaza** to conduct a strategic portfolio review. In **Cote d'Ivoire**, G/DG supported the mission by conducting DG assessments, developing strategic priorities, and reaching agreement with the embassy on an implementation plan. Under a Center-managed IQC, the Center provided support to help **Egypt** develop its DG strategy, in particular, its new communities initiative linked to local government service delivery.

G/DG has participated in ongoing efforts to strengthen the Agency's conflict prevention and post-conflict capacities. Working with OTI, Center staff have drafted a modified strategic assessment methodology for use in post-conflict environments, as well as provided training for DG officers seeking best practices in post-conflict DG programming. The Center also provided critical support in a number of critical post-conflict countries:

- In the **Democratic Republic of the Congo (DROC)**, the Center collaborated with the AFR Bureau to conduct a comprehensive DG assessment, to develop a transition strategy, and to recommend performance measures. The strategy, endorsed by the AFR Bureau, State, and the National Security Council (NSC), is now being implemented.
- In **Sierra Leone**, the Center managed a strategic assessment for elections and political processes. The recommendations from the assessment were systematically incorporated into the transitional DG strategy, and G/DG has reviewed other non-democracy parts of the mission's strategy for congruence with and complementarity to DG objectives.
- In **Kosovo**, Center staff directly supported Agency efforts through participating in assessments of immediate post-conflict needs, as well as assessments of needs in the key areas of civil society, elections and political processes, and ROL.

B. Managing for Results

The Center worked to meet a heavy and widespread demand for information, training, and technical assistance in managing for results (MFR). The Center's *Handbook of Democracy and Governance Program Indicators*, published last year, was widely disseminated and used by missions worldwide. The handbook is the most-frequently accessed document on the Center's internal and external websites. It was also used by other donors (e.g., Development Assistance Committee countries and U.N. Development Programme) as source material in developing their own indicators.

The Center trained USAID DG officers on MFR, specifically how to monitor and evaluate impact in this hard-to-measure field. Two four-day MFR training workshops were held in Washington and an E&E regional training program was held in Slovakia.

To help USAID better manage for results in DG programs, G/DG surveyed 25 missions on their MFR practices, their use of indicators, and their specific problems in this area. The overwhelming majority of missions recommended that the Center develop qualitative indicators in order to complement or replace quantitative ones. As a result, a new Center technical leadership agenda item will be to develop qualitative indicators appropriate for DG programs.

At the Agency level, the Center, together with PPC, is leading an effort to improve how USAID presents its DG achievements in the Agency Performance Report (APR) and the Agency Performance Plan (APP). Rather than simply present data from the Freedom House index, the FY 2001 APP sets forth the Agency's decision to use qualitative information on country or sectoral case studies to explore the link between USAID activities and broader democratic change. In the coming year, the Center will work with PPC to carry out these case studies.

G/DG assisted two priority missions to develop indicators and to manage for results. Staff assisted **Nigeria** to use the recommendations of the inter-agency assessment team to draft a two-year transition strategy, results framework, and corresponding indicators. The Center helped **Ukraine** to review its intermediate results and identify appropriate performance measures. Center IQCs were used to assist **Guinea** to refine its results framework to reflect the findings of multiple sector assessments, **Haiti** to design a new ROL program and to design and implement a performance monitoring plan, and **Angola** to evaluate the performance of its civil society activities.

C. Building a DG Technical Cadre

To keep pace with the growing demand for qualified DG officers, the Center put a high priority on USAID personnel-related functions. For example, G/DG coordinated recruitment and selection for the new entry professionals (NEPs). Six NEPs in the DG area joined USAID in September and are now completing their training rotations. Together with HR, the Center matched NEPs with DG officer supervisors, approved NEP training programs, offered training seminars and workshops, developed criteria for assessing the NEPs' readiness for overseas assignment, and made recommendations on overseas assignments accordingly. In September 2000, an additional five DG NEPs will join USAID.

Continued shortages of DG officers led to a number of mid-career outside hires, and GS conversions were authorized by the Agency. Using the knowledge, skills, and abilities levels established last year, G/DG reviewed candidates for GS conversions (two candidates approved) and mid-career hires (one candidate hired). Given the urgency of field vacancies, one of the GS conversions has already been assigned to **Nicaragua** and a mid-career hire to **Guatemala**.

G/DG placed Democracy Fellows at missions in **Indonesia, Madagascar, Paraguay, Russia, and South Africa**, as well as at the Center. Fellows helped USAID to apply academic and outside knowledge to its programs, while they gained on-the-ground DG experience.

Approximately 100 DG officers, representing 39 missions and 8 AID/W operating units, participated in the Center's 1999 DG Officers Training Workshop. Intermediate-level participants learned the fundamentals of the USAID approach in each DG sub-sector area, plus strategic assessment. The advanced courses offered 11 different DG topics, including gender and DG results; leveraging the power of labor; conflict prevention, mitigation, and reconciliation; and implementing policy change. To provide training that is more immediate and accessible to many DG officers, G/DG began development of a pilot distance learning module. The first, on anti-corruption, will be delivered to a focus group in spring 2000.

Publication and dissemination of technical information both inside and outside USAID continued through the work of the G/DG Information Unit. The unit launched, expanded, and improved the internal and external websites, and managed the Center's electronic publications (*Democracy Exchange* and *Democracy Dispatches*), Technical Publication Series, and technical notes series (*Democracy Dialogue*). Tuesday Group continued as a weekly, Agency-wide discussion forum on DG-related issues; summaries of discussions are shared Agency-wide via *Democracy Report*.

D. Cross-cutting Linkages

In FY 1999, the Center continued to emphasize the integration of DG with other sectors.

- G/DG staff authored a short piece, *Activities Across Sectors which Can Contribute to Democracy Building*. In addition, a session on cross-sectoral linkages was held at the 1999 DG Partners Conference, where the Center presented a paper entitled *Participation, Consultation, and Economic Reform: Economic Fora and the DG/EG Nexus*.
- G/DG was represented at a CDIE summer seminar session, and participated in a PPC advisory council meeting.

- In the field, direct assistance was provided to **Bulgaria, Haiti, and Tanzania** specifically to explore cross-sectoral programs. In the coming year, the Center anticipates holding a workshop or dissemination event on public-private partnership.
- G/DG has been instrumental in ensuring that the opportunity for HIV/AIDS education and prevention in the workplace is not overlooked in the array of strategies seeking to curtail the pandemic, particularly in Africa. To foster political will for addressing this issue in the context of the illness' implications for economic growth, USAID joined with the AFL-CIO and the U.S. Department of Labor (Labor) to hold a summit of U.S. and African trade unionists. The follow-up to this meeting anticipates active partnerships between employers and unions to prevent new cases while mitigating the plight of those already affected.

E. Disadvantaged Populations

G/DG has directed considerable attention to the support of disadvantaged populations, in particular women. The Center has formed a strong working partnership with G/WID on gender-related programming. For example, G/DG worked with G/WID to develop and implement a DG-gender training module that has been utilized three times in Washington (at the DG and WID training conferences) and at a Regional Center for Southern Africa training conference. This module seeks to help USAID staff better understand how to improve the impact of DG programs through attention to gender and how to better incorporate gender concerns into program management. To emphasize the Center's interest, gender was a key issue discussed at the annual partners conference.

G/DG and G/WID also partnered to help **Romania** identify a strategic opportunity to empower women politically and improve the electoral process in that country by capitalizing on the strength of a notably effective non-governmental organization (NGO) coalition in Romania—a women's health coalition that has the potential to force candidates to discuss policy issues in a manner that no other civil society grouping, except labor, can.

The Center has also used its mechanisms to actively support efforts aimed at disadvantaged populations. Through the Global Women in Politics program (GWIP), which ended in March 2000, G/DG supported the design and implementation of a post-elections women's advocacy campaign wherein a coalition of NGOs pressed newly elected politicians to address specific issues critical to women. Similar work was supported in Asia where coalitions came together in over half a dozen countries to improve their efforts to address violence against women. These coalitions developed action plans that were refined during and following a regional workshop and then conducted the work necessary to identify and resolve core coalition strategy issues.

Center's efforts aim to mainstream the concerns of disadvantaged populations, in particular gender, through all G/DG-funded mechanisms. Recent efforts include the provision of training to women political candidates/campaign staff in **Mexico**, empowerment of women in local government in Nepal, development of an anti-trafficking strategy in **Ukraine**, and greater political involvement of women in **Nepal** and **Paraguay**. Studies supported by the Center targeted gender in **Uganda** and disabled populations' access to polling places. The latter has resulted in USAID preparations to integrate the issue into elections programming, particularly in post-conflict countries. A leadership program in the LAC region has encouraged the participation of youth and indigenous peoples in **Guatemala** and a lower socio-economic class in **Venezuela**.

A Center-supported regional program for promoting women's advocacy and legal rights, being implemented in **Morocco** and **Yemen**, is expected to generate model approaches for advancing gender equality throughout the region. G/DG is also supporting an effort to develop a gender equality index that will assess country-specific gender-based inequalities—as reflected in a country's laws and the application of those laws—and help identify interventions targeted at specific deficiencies in the legal framework or its application.

Outreach to and the inclusion and empowerment of women workers have been integral parts of the Center's core grant to the Solidarity Center. During this reporting period, 48 percent of all participants were women and approximately one-third of all programs is directed at working women, topics of specific concern to women, or industrial sectors or zones with high percentages of women workers. Issues addressed included leadership training, social services programs, gender violence and harassment, political participation, occupational safety and health, and employment laws and rights.

In addition to the concerted effort to improve the status of women trade unionists globally, the labor program also supported the advancement of other disenfranchised populations such as religious and ethnic minorities and older workers and the prevention of workplace injuries. For example, in **Brazil**, one activity led to the publication of a book providing statistics on workplace injuries and detailing the day-to-day struggles confronting workers as a result of their injuries.

USAID Country and Regional Programs with Democracy and Governance Objectives^{*}

	AFR	ANE	E&E	LAC	TOTAL
Total USAID Missions/other operating units	29	16	25	17	87
Objective 2.1 Rule of Law	Angola, Eritrea, Ethiopia, Liberia, Madagascar, Malawi, Mozambique, Rwanda, Sierra Leone, South Africa, Tanzania, Uganda, Zambia	Bangladesh, Cambodia, Egypt, India, Mongolia, Nepal, Philippines, Sri Lanka, West Bank-Gaza	Albania, Armenia, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Georgia, Romania, Russia, Tajikistan, Ukraine	Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Venezuela	50
Objective 2.2 Elections and Political Processes	Benin, Guinea, Kenya, Liberia, Malawi, Mozambique, Sierra Leone, South Africa, Zambia	Bangladesh, Cambodia, Indonesia, Mongolia	Albania, Armenia, Belarus, Bosnia-Herzegovina, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Russia, Tajikistan, Ukraine, Uzbekistan	Dominican Republic, El Salvador, Guyana, Haiti, Nicaragua, Paraguay, Peru	33
Objective 2.3 Civil Society	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, Zambia, Zimbabwe	Bangladesh, Burma, Cambodia, Egypt, Indonesia, Mongolia, Nepal, Philippines, West Bank-Gaza	Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, FRY (Serbia-Montenegro), Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, Russia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan	Bolivia, Brazil, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru	66
Objective 2.4 Governance	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, Zambia, Zimbabwe	Bangladesh, Egypt, Indonesia, Lebanon, Mongolia, Philippines, West Bank-Gaza	Albania, Armenia, Bosnia-Herzegovina, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, Tajikistan, Ukraine, Uzbekistan	Bolivia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Peru	52

^{*} Table source: 1999 USAID Agency Performance Report. March 2000 (for total USAID Missions and operating units) and FY 2001 Annual Performance Plan (for objectives by country). Countries reported are those listed in the Congressional Presentation table for the FY 2000 request.

III. RESULTS REVIEW BY STRATEGIC SUPPORT OBJECTIVE

Operating Unit:	Center for Democracy and Governance
SSO Name:	Legal systems operate more effectively to embody democratic principles and protect human rights (<i>Rule of Law</i>)
SSO Number:	932-001

1. *Self Assessment: On Track*

Interest in ROL has grown within USAID as well as in inter-agency processes. President Clinton recently signed a decision directive, on strengthening criminal justice systems, that recognizes the important role USAID, and in particular the Center, plays in ROL programming. G/DG is regularly involved with State and Justice on inter-agency assessments and other efforts to strengthen justice sector institutions. The Center has spent significant time designing and/or implementing ROL programs in **East Timor, Indonesia, Mongolia, Morocco, and Nigeria**, as well as in **Burundi, DROC, and Rwanda** as part of the Great Lakes Justice Initiative (GLJI).

2. *Summary of the Strategic Support Objective*

Respect for ROL and development of a well-defined and functioning justice system are essential underpinnings of a democratic society and modern economy, as they curb the abuse of power and authority, provide the means to equitably resolve conflicts, and foster social interaction in accord with legal norms and gender equality. Approximately one-quarter of all appropriated resources requested by USAID for DG promotion will be expended in support of ROL programs. USAID Missions with a ROL objective now number 50. Missions implement ROL activities to address fundamental problems of public disorder and lack of security, over-concentration of political power, systemic abuses of official power, inequality before the law and impunity, and the absence of effective dispute resolution mechanisms.

The purpose of this SSO is to strengthen USAID programming and reinforce field-based efforts in the ROL area. The Center identifies lessons learned and provides strategic approaches and technical expertise to establish, improve, and strengthen ROL systems to operate more in accordance with democratic principles, including improving access to justice, administration of justice, and protection of human rights. To do this, G/DG designs and manages implementing mechanisms, develops and disseminates technical guidance, carries out assessments, and assists the missions in drafting ROL strategies.

3. *Key Results*

Foreign Policy. The Center has built strong working relationships with State's ROL coordinator and Justice, and has participated in inter-agency meetings to strengthen coordination among various USG agencies involved in ROL. Successful inter-agency coordination and collaboration are vital to achieving U.S. foreign policy objectives.

- The recently signed Presidential Decision Directive on Strengthening Criminal Justice Systems in Support of Peace Operations in Complex Contingencies (PDD#71) explicitly acknowledges that "in the increasingly global world, U.S. national security and other interests are inescapably linked to the effectiveness of foreign criminal justice systems."

PDD#71 recognizes USAID's unique abilities to ensure that rapid-response initiatives also help to lead to sustainable and legitimate justice sector institutions. USAID, and specifically the Center, is charged with forming a strategic partnership with Justice under the overall leadership of State's Bureau for International Narcotics and Law Enforcement Affairs to coordinate developmental assistance, emergency planning, and rapid-response activities related to justice in post-conflict situations.

- G/DG was active on the International Criminal Investigative Training Assistance Program (ICITAP) advisory committee, which studied strategic planning, integration of police activities with justice sector reform assistance, and inter-agency coordination. A committee report to senior officials at State, Justice, and USAID resulted in improvements in ICITAP's strategic planning and coordination with other agencies. The Center also participated in the selection of a new ICITAP director.
- G/DG continued to collaborate with State's senior ROL coordinator and DRL on the development of justice sector strategies in various foreign policy priority countries, such as **East Timor, Indonesia, Kosovo, Nigeria, and West Bank/Gaza**. G/DG staff also carried out assessments and designed programs in **Burundi, DROC, and Rwanda** for the GLJI.
- G/DG instruments were tapped by State/DRL to assist, at the request of the International Criminal Tribunal for the former Yugoslavia, in documenting human rights abuses in **Kosovo**; and providing the Council of Europe's Venice Commission with an assessment of the merits and modalities of merging the **Bosnia Herzegovina (BiH)** Human Rights Chamber with the BiH Constitutional Court, as anticipated by the Dayton Peace Agreement.

Technical Expertise. By sharing its technical expertise in FY 1999, G/DG reached out to other donors and ROL practitioners in order to share strategic approaches and lessons learned.

- The Center developed a draft strategic design framework for ROL assistance. Based on *Weighing in on the Scales of Justice*, it was designed in part to capture the best practices and lessons learned from USAID's worldwide ROL programming over the past 15 years, and to help DG field officers weigh programming options. As part of its annual training workshop, G/DG designed and delivered its first formal training on the framework.
- G/DG agreed to support its U.S. NGO partners in developing a variety of analytical tools for diagnosing country-specific prospects for ROL reforms. The judicial independence project, which seeks to identify strategic approaches to designing and managing programs that effectively promote judicial impartiality, has already generated a high level of interest among experts and practitioners in and outside USAID.

Field Support. G/DG provided direct support to **DROC, Jamaica, Mali, Mongolia, Morocco, Rwanda, West Bank/Gaza**, and the Caribbean, and contributed rapid-response action to **Burundi, Kosovo, Morocco, and Nigeria**.

- The leading results of these efforts include a pilot test in **Mongolia** of ROL strategic planning. G/DG staff successfully tested the concept of ROL strategic planning by facilitating the development of the government of Mongolia's long-term vision for sectoral reform and donor coordination. The resulting national justice sector strategic plan identifies reform priorities, defines donors' roles and responsibilities, and addresses sequencing.

- In **Morocco**, Center staff designed and drafted the commercial law aspects of the mission's economic growth strategy, which was approved. G/DG will assist the mission in designing and negotiating assistance for Morocco's new commercial and administrative courts.

Program Management/Direct Development Impact. Implementing mechanisms have been effective in meeting a variety of Agency needs, both by field missions and regional bureaus. In addition, State has relied on their rapid-response capability to address foreign policy priorities. A total of \$10,196,000 has been programmed through the leader with associates cooperative agreements, which proved to be in high demand and were used in all four regions, including in such countries as **Bosnia, DROC, Kosovo, Latvia, and Morocco.**

Center IQCs were used to implement activities in countries including **Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Malawi, Mongolia, Nepal, Paraguay, Russia, and Rwanda**, as well as in the Caucasus. Through an inter-agency agreement with the U.S. Federal Judiciary, strategic planning and budgeting assistance is being provided to the **Nigerian** judiciary and legislature. This is expected to lead to the initiation of a comprehensive ROL program. A grant to the International Development Law Institute continued to generate positive results in **Bulgaria, Laos, Madagascar, and Mongolia.** Judicial benchbooks, developed under the grant, are being used to promote greater transparency, predictability, and accountability in the judiciary.

4. *Performance and Prospects*

The Center is meeting its stated targets, as demonstrated by the results discussed above. It has drafted a ROL strategic framework, which was presented for the first time during the 1999 DG Officers Training Workshop. Rather than pilot test the framework in El Salvador, a decision was made to continue developing the framework and to choose a country case study for the framework in this coming year. In addition, G/DG completed negotiations on three new ROL IQCs, renewed the participating agency service agreement (PASA) with Justice, drafted a ROL training module, increased participation in inter-agency coordination and cooperation, and continued to give high priority to meeting the growing demand from missions in assessment, program design, implementation, and performance measurement.

During the rating period the Center welcomed a new senior ROL technical advisor and a Democracy Fellow. This enabled G/DG to renew its efforts in analysis and documentation in the ROL area. In the coming year, the Center will compile a region-by-region record of ROL activities in order to construct a record of past accomplishments and provide a baseline against which to assess future impacts.

Training will involve the development of region-specific sessions (to be offered twice per year starting in 2001), in addition to a 2000 DG Officers Training Workshop session. The Center will also develop training modules to complement the strategic framework discussion by providing in-depth guidance on distinct technical aspects of ROL programming.

Related technical leadership efforts will promote the building of consensus among practitioners and experts as to strategies and implementation activities that have been effective in ROL promotion. This will be pursued through seminars and conferences related to continuing work to refine and test the strategic design framework for ROL assistance, and the judicial independence project. The draft framework will be refined and finalized this year. G/DG will also refine the draft court and case management manual to increase its relevance to the field.

Analytical efforts led by the Center's partners are generating regional workshops and discussions on ways in which legal service providers can play a more strategic role in expanding access to justice and improved enforcement of legal judgments. Findings from regional legal service practitioners fora will be published and will provide guidance on designing more strategically oriented legal services. In addition, partners are developing diagnostic tools to measure the compatibility of a country's legal framework with the fundamental human rights acknowledged in the International Covenant on Civil and Political Rights; a tool to evaluate the effectiveness of human rights defenders' promotion and protection of human rights; and a gender rights and equality index that will offer a template for surveying the status of women as reflected in a country's legal framework and for the interpretation and application of that framework.

5. *Possible Adjustments to Plan*

The G/DG strategic plan remains effective through FY 2002, as does the ROL results package. A strategic plan review will occur beginning in FY 2001. PDD#71 is the latest evidence that the Center will continue to play a significant role in important inter-agency ROL initiatives. The extent of this involvement was, however, not anticipated and resulting management implications are problematic. Keeping current and staying credible in such fora require a level of effort that is difficult to sustain at current resource levels. This unanticipated workload necessitates constant reexamination and sometimes reordering of priorities in the handling of the ROL workload. This is an issue to be addressed in the forthcoming strategy review. In the meantime, an increase in the G/DG USDH staffing ceiling is requested, and the allocation of USDH staff to the ROL team is proposed to increase by one FTE, from three to four.

6. *Other Donor Programs*

G/DG has worked with the World Bank (the Bank) and other multi-lateral development banks in large-scale ROL investments (e.g., infrastructure development and commercial law reforms). The Center co-sponsored a panel presentation on alternative dispute resolution (ADR) with the World Bank, based on G/DG's technical publication on this topic. The Bank is also developing a strategic design model and has proposed cooperation with USAID in its development. G/DG continues to work with Justice and State/INL, coordinating activities to address justice sector issues.

7. *Principal Contractors, Grantees, or Agencies*

The Center's ROL mechanisms comprise two inter-agency agreements with the U.S. Department of Justice and the U.S. Federal Judiciary (Judicial Conference of the U.S. Courts), and two leader with associates cooperative agreements led by Freedom House and the International Foundation for Election Systems. Associates to these latter agreements are the American Bar Association's Central and Eastern European Law Initiative, International Human Rights Law Group, and National Democratic Institute for International Affairs. IQCs or grants that achieved results, but expired during this rating period, were Amex International, Chemonics International, Conflict Management Group, International Development Law Institute, and National Center for State Courts. New IQCs have been recently awarded to Management Systems for Development, the National Center for State Courts, and University Research Corp—The IRIS Center.

Operating Unit:	Center for Democracy and Governance
SSO Name:	Political processes, including elections, are competitive and more effectively reflect the will of an informed citizenry (Elections and Political Processes)
SSO Number:	932-002

1. Self Assessment: On Track

Elections and political processes continue to attract considerable interest within the USG, and the Center has responded rapidly to key foreign policy priorities and to field requests for sustainable political process assistance in a number of critical countries including **Croatia, Indonesia, Kosovo, Mexico, Nigeria, and Peru**. The CEPPS mechanism continues to be in high demand in these and other countries, absorbing approximately \$12 million in assistance during the rating period. G/DG published and disseminated extensive technical guidance on political party development assistance and managing assistance in support of elections and political processes.

2. Summary of the Strategic Support Objective

Elections are the ultimate means by which citizens hold their government accountable. Elections can also be a primary tool to expand political openings, increase citizens' political participation, and offer political parties and civil society organizations an opportunity to mobilize and organize supporters and develop alternative platforms with the public. About 10 percent of all FY 2001 appropriated funds requested by USAID for DG promotion is likely to be expended in support of elections and political processes. USAID Missions with elections and political processes objectives now number 33.

The purpose of this SSO is to strengthen USAID programming and reinforce field-based efforts in the elections and political processes area. G/DG develops strategic approaches and program support to assist elections administration activities in an impartial and professional manner; train local organizations to monitor elections and educate voters about their rights and responsibilities; improve citizen representation within political parties; and train newly elected legislators and local officials. To do this, the Center designs and manages new implementing mechanisms, develops technical leadership materials, carries out field assessments, and assists the field in writing election strategies. G/DG's approach focuses on institutionalizing and sustaining democratic electoral and political processes.

3. Key Results

Foreign Policy. The Center consistently demonstrated its capacity to support and influence key foreign policy objectives by designing, funding, and implementing new elections-related programs, often in a fast-paced environment. This is due in large part to its CEPPS mechanism, which is recognized within USAID, and at State and the NSC as a mechanism that can quickly provide critical assistance to foreign policy priorities. In addition, given their strategic and programmatic expertise, Center personnel have been increasingly asked by other USG offices to participate in critical foreign policy electoral initiatives.

- Continuing on last year's involvement in providing technical expertise to the elections component of the **Kosovo** peace negotiations, this year G/DG staff played a key role in

designing programs and ensuring speedy implementation of DG-related reconstruction programs in Kosovo, in coordination with OTI. Center personnel helped to formulate election/civil registration activity immediately following the cessation of the conflict. This work ensured that there was a rapid-response team on the ground soon after the bombing ended. Subsequently, a stalled election process was revived through development of an election implementation plan. USAID's quick-response mechanisms enabled immediate deployment of political party trainers and assistance following the conflict.

- Citizen confidence in pivotal **Indonesian** parliamentary elections was achieved through organization of an international observation mission, managed under Center mechanisms and including G/DG staff, and issuance of impartial reports on the process.
- In **Nigeria**, Center mechanisms were used to provide USG assistance for voter education, elections administration, and political party and civil society poll-watcher training. G/DG staff also participated in an election observation team. Without the CEPPS mechanism, this assistance could not have been provided nationwide in time for the elections.
- Through Center mechanisms, post-election programming in **Indonesia** and **Nigeria** has bolstered the transition to democracy in those two fragile countries, which held breakthrough elections this year. For example in Nigeria, G/DG efforts ensured that President Olusegun Obasanjo's request for a good governance seminar for the full cabinet and senior executive officials resulted in an NGO team on the ground in just four days. Training curriculum and the facilitators' guide were created through a process that involved U.S. governance experts and Nigerian academics/trainers and National Assembly staff members. The resulting three-day highly-lauded training workshops on good governance were conducted over a two-week period in 16 sites throughout Nigeria for 360 newly elected House of Representatives members, 109 Senate members, and 940 state legislators.
- Center staff worked with the **Russia** mission to craft the embassy's policy for U.S. grantees in response to a newly approved electoral law—a highly sensitive situation in terms of U.S.-Russian relations as well as USAID-NGO relations.

Technical Expertise. G/DG shared its technical expertise in this subject area through publication and dissemination of technical documents, and design and delivery of subject-specific training.

- As part of its Technical Publication Series, the Center published new elections and political processes guidance. *USAID Political Party Development Assistance* was distributed to USAID DG field officers and used in providing guidance to **Haiti**, **Mozambique**, and **Serbia**. An issue of *Democracy Dialogue* was also published on the subject and distributed to a wider, external audience.
- Also published in the series was *Managing Assistance in Support of Political and Electoral Processes*. The document, which summarizes results from case studies of USAID experience and relevant studies, updates USAID's technical guidance in the elections and political process area, including assistance for political party development, elections administration, local elections, and the immediate post-elections period.
- The Center hosted discussions on elections and political processes issues at its annual partners conference and DG officers training workshop, as well as an elections-specific workshop held in September. During the training workshop, G/DG staff led two seminars on

elections and political processes assistance. For its partners, the Center moderated and served as panelists on sessions addressing the institutionalization of elections assistance and provision of political party development assistance.

Field Support. In addition to those missions mentioned above, Center staff provided on-site support to several other USAID Missions in the form of long- and short-term TDYs, as well as direct assistance from Washington. Implementing mechanisms developed and made available to the field by G/DG continued to provide rapid-response capability.

- G/DG provided six weeks of direct support in **Croatia**. Prior to critical breakthrough elections there, Center staff assisted the mission by identifying gaps in its assistance to local NGOs involved in the “get out the vote” campaign, and by developing post-elections ROL and local government programs. This ensured that the mission was poised to implement new programs in support of the newly elected reformers immediately following elections.
- The Center provided guidance and support to the mission in **Uganda** on programming options to support a fair and open debate and referendum on the issue of whether to re-introduce political parties.
- G/DG staff traveled to **Bosnia** to support the mission’s elections programming by helping analyze the results of municipal elections and implications for USAID programs.
- The primary vehicle for the delivery of G/DG assistance in elections and political processes remained the Center’s cooperative agreement with CEPPS. Missions that accessed CEPPS in FY 1999 include Benin, Bosnia, Croatia, DROC, Guinea, Indonesia, Kosovo, Liberia, Mali, Mexico, Mongolia, Morocco, Mozambique, Nepal, Nigeria, Panama, Peru, South Africa, Uganda, and Zimbabwe. In **Bosnia**, CEPPS partners were engaged in mobilizing the first domestic, multi-ethnic NGO election monitoring effort. In **Peru**, pre-election assessments identified flawed electoral processes and less than democratic environments under which elections were to be held. Democratic opposition political parties in **Croatia** received technical assistance and training in public opinion analysis, message development, communications strategies, and coalition building.

Program Management/Direct Development Impact. With the significant increase in the use of CEPPS, improved systems to sustain quality program management are being put into place. Additionally, to ensure that missions have mechanisms to use for political process programming, G/DG is lifting the ceiling and adding a year to the current CEPPS cooperative agreement. CEPPS usage has remained steady over the past three years, garnering close to \$12 million in mission buy-ins each year.

- In FY 1999, Center funding made possible the development of handbooks on political party building, media monitoring, parallel vote tabulation, civic organizing, best practices in citizen participation and in legislative development, elections methodologies and standards, and lessons learned in promoting legal and constitutional reform for free and fair elections. Publication of these documents is expected next year.
- The Administration and Cost of Elections project (ACE), implemented with G/DG funds, is a unique on-line elections planning database produced in partnership with the United Nations (U.N.) and International IDEA. This project (www.aceproject.org) is notable in that

it allows for greater self-sufficiency, cost-effectiveness, and sustainability of election administration efforts. Over 5,000 copies of the CD-ROM version of ACE were distributed in 1999, and French and Spanish versions are due to be distributed shortly, thereby increasing the access of this information beyond English speakers and people with access to the Internet. USAID funding this year will expand the information on ACE to include a module on media—a critical aspect of ensuring free and fair elections—and will work to make the project sustainable without future USAID funding.

- G/DG continues to support the F. Clifton White Resource Center, which houses comprehensive information on elections and political processes worldwide through a collection of primary documentation. This year the resource center was used by **Mexico's** Federal Electoral Institute in planning for Mexico's upcoming elections, and by the Washington Office of the Kurdistan regional government to help develop materials for use by Kurdish officials in Iraq for their upcoming municipal elections.

Cross-fertilization between countries has been promoted through Center programs. For example, the budding Association of African Election Authorities, led by the president of the **Ghanaian** election commission, reinforced ties within the region when it observed the Nigerian elections this year. Through another activity implemented through G/DG mechanisms, **Guinean** political party leaders issued a joint declaration highlighting lessons learned following a visit to Morocco. The declaration, focusing on inter-party relations and internal party democracy, was a significant step in fostering inter-party dialogue and cooperation among polarized political actors.

G/DG support to the Latin American Political Leadership Academy through CEPPS has bolstered young leaders in **Guatemala, Mexico, Paraguay, and Venezuela**, enabling democratic renewal within political parties. In various world regions, the Center is fostering associations of election authorities and officials as a way of networking and building intra-regional cooperation to promote and sustain effective election administration beyond USAID assistance.

For **Nigeria's** breakthrough elections this year, the Center provided quick-response assistance to the Independent National Electoral Commission to carry out elections. G/DG also supported the deployment of international election observation missions as part of a multi-donor effort that significantly enhanced electoral transparency, government accountability, and Nigerian consensus on the elections' outcome. Center funding has also begun to lay the groundwork for a strengthened national assembly, better executive-legislative relations, and improved electoral administration capacity.

Advanced skills training for political parties in **Bosnia and Herzegovina (BiH)** better prepared the democratic opposition for upcoming elections. In addition, the Center-supported formation of the Election Officials Association is a step towards BiH ownership of electoral administration in what previously has been an internationally-led effort. Funding to support institution-building with the leading coalition in **Mongolia** has helped keep it together and enable it to pass significant anti-corruption and ethics legislation.

4. *Performance and Prospects*

The Center continued to meet the targets it identified in last year's R4 including providing rapid election assistance response to key countries, publishing new elections and political process technical guidance, targeting CEPPS core funds on bi-lateral programs of high foreign policy interest, and awarding two new IQCs in political processes. G/DG is meeting other R4 objectives

such as publishing concept and case study technical guidance, supporting its partners to innovate new approaches in the field, and ensuring the sustainability of the ACE and Clifton White Resource Center.

During the rating period, G/DG welcomed a new senior elections and political processes technical advisor and two Presidential Management Interns to replace staff who left the Center. Focus has been on establishing a better management tracking system for CEPPS and the new IQCs, and a proper closeout of the CEPPS agreement. G/DG expects a wider dissemination of its elections manual and political party development assistance paper to integrate more effectively lessons learned into USAID's democracy assistance. Building on the political party development manual, G/DG, working with PPC, hopes to formalize the Agency's position on such assistance. The Center expects to continue to respond rapidly and strategically to increasing political imperatives in elections and political processes. Finally, the Center will continue to update its training modules in elections and political processes for the annual training conference.

5. *Possible Adjustments to Plan*

G/DG strategy, in which Elections and Political Processes is specified as an objective, was written and approved in FY 1997. The five year strategy is effective through FY 2002, as is the relevant results package. A review of the strategic plan will occur beginning in FY 2001; no significant adjustment to plans is warranted or proposed at this time. The Elections team recognizes, nevertheless, that the nature of the work demands flexibility and an ability to shift priorities at a moment's notice.

6. *Other Donor Programs*

The Center has shared its strategic approaches and best practices with other donors, participated in elections assistance conferences, and conferred with such organizations as IDEA, CAPEL, CIDA, and other local electoral bodies. Due to the highly political and publicized nature of elections in key countries, governments, U.N. organizations, and a myriad of other donors often provide large-scale assistance on a selective basis. In these situations, G/DG has worked closely with the U.N., UNDP, the Organization for Security and Cooperation in Europe, the Organization of American States, the EU, DFID, and bi-lateral organizations to coordinate donor activities and to leverage other funds. The Center also coordinates with the National Endowment for Democracy, which provides complementary assistance to that undertaken by USAID.

7. *Principal Contractors, Grantees, or Agencies*

G/DG's elections and political processes implementing mechanisms comprise one cooperative agreement and two IQCs. The CEPPS cooperative agreement includes the International Foundation for Election Systems (IFES), the International Republican Institute, and the National Democratic Institute for International Affairs. An IQC with IFES was active during this rating period, and new IQCs have been awarded to IFES and Development Associates. During the rating period, G/DG also managed a cooperative agreement with The Asia Foundation to support G/WIP, which expired in March 2000.

Operating Unit:	Center for Democracy and Governance
SSO Name:	Informed citizens' groups effectively contribute to more responsive government (<i>Civil Society</i>)
SSO Number:	932-003

1. Self Assessment: On Track

Strengthening civil society continued to receive a high degree of interest within and outside of USAID. Last year, World Trade Organization fora and initiatives such as “no sweat” propelled worker rights issues up the development agenda, and the Center actively participated in USAID’s policy and programmatic response. G/DG continued its involvement in media development, which is part of the G8 initiative and is of increased interest to international financial institutions. The Center also provided critical support to key countries including **Indonesia, Kosovo, Nigeria, Ukraine**, and progressed on completing civil society and civic education assessments.

2. Summary of the Strategic Support Objective

The capacity of civil society organizations to effectively advocate on behalf of political reform is a key element in contributing to successful democratic transitions. Slightly more than one-third of all appropriated resources requested by USAID for DG promotion is likely to be expended in support of civil society programs. USAID Missions with civil society objectives now number 66.

The Center supports this SSO by developing, evaluating, and disseminating new and improved strategic approaches and methodologies for supporting civil society. The program addresses the legal and regulatory environment for NGOs, labor, and the media; institutional capacity-building; effective advocacy techniques; and strengthening of democratic political culture through education of citizens on rights and responsibilities in a democracy. G/DG’s work in the civil society area is carried out through the design of new implementing mechanisms, development of new technical leadership materials, assistance to missions in carrying out DG assessments and designing programming strategies, and provision of other field support.

3. Key Results

Foreign Policy. The Center provided technical assistance in the civil society area to three of the USG’s four democracy priority countries. It also supported USG initiatives on working conditions and labor standards, and on raising awareness of press freedom issues.

- G/DG has been actively supporting Clinton Administration efforts to launch a \$4 million global anti-sweatshop initiative. As the developing countries begin to compete in the global economy, they often define their competitive advantage as inexpensive labor, enticing large multi-national corporations to replace existing relationships with suppliers in countries with better working conditions and pay with new ones which rely upon exploitative working conditions, initiating a global race to the bottom. The anti-sweatshop initiative is intended to address this problem through its focus on the improvement of working conditions in developing country factories that produce goods for the U.S. consumer market. The Center has been instrumental in shaping the policy objectives, program content, and identifying country candidates for targeted intervention.

- G/DG has also been actively engaged in the administration's commitment to the adoption and implementation of core labor standards around the world, within the trade arena, in technical assistance to developing countries, in coordination of activities with Labor, and in the examination of the labor diplomacy program by the secretary of state.
- The **Indonesia** mission received assistance in designing a DG strategy for the pre-election period and G/DG participated in an inter-agency team to design a post-election DG strategy, all of which featured a major emphasis on strengthening civil society. The Center provided field support to the **Ukraine** mission leading up to the October 1999 presidential election, and is providing ongoing technical support on civil society programming to mission assessment teams. G/DG participated in an inter-agency team in the design of the DG strategy for **Nigeria** and assisted the **Kosovo** mission in developing a broad-based DG strategy that includes civil society strengthening.

Technical Expertise. The Center shared its technical expertise in the civil society area through design, production, and dissemination of technical publications, and workshops. USAID staff and a larger audience of partners, donors, and individual academics and practitioners equally benefited from this effort.

- The Center launched a civil society strategy assessment exercise designed to update the general guidance last issued in *Constituencies for Reform*, which was published by PPC/CDIE in 1996 and reflected experience of the early 1990s. The Agency has by now accumulated a much richer and more extensive experience in this vital area, and needs to re-examine its strategic approach to civil society, modifying and amending where needed. To date, G/DG has conducted field studies in **Bolivia**, **El Salvador**, and **Mozambique** and anticipates undertaking studies in three more countries. The findings from this work will be combined with those stemming from earlier studies in the E&E and LAC regions to produce a synthesis report laying out G/DG's strategic thinking on civil society assistance for the coming decade.
- G/DG's assessment of civic education impact, begun in FY 1998, finished its final country study in **South Africa**, which largely confirmed earlier findings from the **Dominican Republic** and **Poland**. All three studies found that civic education initiatives can have some impact on participation, but less on democratic competence and values, implying that future programs should focus on situations where training can link to involvement in political activity. A synthesis report will be forthcoming.
- The Center convened a meeting of civil society representatives in the LAC region to examine the role of organized labor at the intersection of USAID's economic growth and DG activities. This workshop, combined with the results of a similar meeting in Washington, DC and field studies in Asia and Africa, will contribute to the development of a technical publication on incorporating organized labor in development strategies for consolidating democracies and sustaining long-term economic growth.
- For the 1999 DG Officers Training Workshop, G/DG staff organized training on advocacy and media support strategy, and led training on civil society strategies and on labor. A session on civil society strategies assessment at the 1999 DG Partners Conference provided a forum for Center to elicit feedback from its partners on the assessment.

- As part of its Technical Publication Series, G/DG published *The Role of Media in Democracy: A Strategic Approach*. It used the document to assist USAID Missions in making informed decisions with regard to programming in media development activities. The Center also is facilitating communication between media development professionals, USG, and international financial institutions to assign a higher priority to press freedom in the context of economic growth and democratic development.
- G/DG contributed to the publication of E&E Bureau's *Lessons in Implementation*. As part of this exercise, Center staff participated in civil society assessments of USAID programming in **Poland, Russia, and Ukraine**. Center staff participated and presented at a meeting of the Democracy Network and NGO development program directors in Budapest.

Field Support. In addition to those missions mentioned above, G/DG staff was directly involved, both in the field and from Washington, in assisting missions in the development of DG strategies and the assessment of the civil society environment.

- The Center participated on a civil society assessment team for the **Central Asian Republics** mission. The team made specific recommendations for programmatic adjustments, and has been providing comments on the mission's new overall DG strategy. The Center directly assisted the **Zimbabwe** mission in the design of its DG country strategy. Civil society in Zimbabwe was also bolstered through G/DG financial support, through CEPPS, to the Legal Resources Foundation, a local NGO that has been at the forefront of the human rights struggle.
- Center IQCs provided rapid-response technical expertise to support civil society programs of missions and regional bureaus. This included developing guidelines for media coverage of the **Palestine** Legislative Council and for the production, use, and distribution of the council's own video and audio recordings in order to ensure maximum transparency of council operation. The implementing mechanisms were also used to increase the contacts among 750 **Malian** local community organizations and NGOs, federations, and associations; to design and implement a policy advocacy training program for **Salvadoran** NGOs; to improve financial management systems of NGOs in the **West Bank/Gaza**; and, in **Bolivia**, to conduct an assessment of the capacity of civil society organizations for a program in advocacy training. In **DROC**, Center mechanisms supported struggling Congolese civil society organizations by providing access to information, training, and international networks through an independent resource center. Some 100 people visit the center each day, facilitating internal dialogue.

Program Management/Direct Development Impact. A new cooperative agreement will institutionalize arrangements with one or more partners at the central level to build capacity within the partnering organization and to facilitate bi-lateral mission access to leading organizations with experience in building and supporting civic advocacy organizations. Civil society IQCs were rebid and awards are expected in the coming weeks.

G/DG is in the fourth year of a five-year, \$60 million grant to the American Center for International Labor Solidarity (Solidarity Center) to support organized labor's participation in the advancement of democratic governance and economic growth in more than 32 countries. The Solidarity Center conducted 924 separate programs involving the participation of 126,842 workers. Programs range from civic education and women's empowerment to economic

restructuring and HIV/AIDS prevention. In addition, the Solidarity Center trained 11,000 workers to become paralegals, negotiators, media specialists, researchers, and election monitors. Another 33,000 workers participated in education programs ranging from basic literacy and economics to advanced courses in trade agreements and labor law. Finally, another 10,000 workers availed themselves of social safety net services provided by trade unions.

- Working in partnership with the **Malawi** Congress of Trade Unions, the Solidarity Center is building the first comprehensive database of child labor statistics in the country. Concurrently, the Center has developed a national network of unions, religious leaders, NGOs, and other representatives of civil society to plan a series of strategic planning workshops for building support for enforcement of national laws and providing new educational opportunities for child laborers.
- The recent national election in **Croatia** marked the first time that the trade union movement took an active role in the political election process. For example, the Union of Autonomous Trade Unions of Croatia launched a comprehensive campaign to spur its members to go to the polls and to vote, with activities including local radio ads, town hall meetings, and printed education materials. These activities were prominently featured in the media and the publicity was overwhelmingly positive and the election was generally deemed a success.
- A Center- and mission-funded program with the Solidarity Center encouraged the active participation of civil society in **Indonesia's** first democratic election in 44 years. Labor organizations played a crucial role in educating the general populace on electoral processes and voter rights, training and mobilizing more than 600,000 volunteers to monitor polls on election day, utilizing the mass media to raise awareness, and encouraging public participation in the formulation of new legislation.
- G/DG funding has supported the establishment of three schools for former child laborers or the children of garment workers in **Bangladesh**. These schools annually enroll 110 students, who range in age from 10-14, and provide an opportunity for literacy, education, and enhanced future employment potential that would otherwise be unavailable. In addition, the schools offer access to the parents, who are in turn educated by their children and by the staff, who meet with them regularly to discuss the children's progress and other issues such as civic education and women's rights.
- In the LAC region, Center partners have been instrumental in defining the agenda for emerging trade discussions, and in creating an understanding of the relationship between core labor standards and democratic economic development. With core funding from G/DG, the Solidarity Center is working to ensure the inclusion of worker rights and labor standards provisions in trade agreements throughout the Americas. Center-funded activities have included deepening the understanding of economic integration by union members and leaders, facilitating discussions among the diverse representatives of civil society, sponsoring strategy sessions, and developing technical, statistical, and educational materials.

4. *Performance and Prospects*

The Center made considerable progress in achieving its targets for the past year. Civil society IQCs were rebid with awards expected by May 1, 2000, and a request for proposals (RFP) will be advertised in spring 2000. Field studies were completed and a paper drafted on lessons

learned about civil society participation in economic reform in Africa. As a result of a G/DG grant, the Nation Institute drafted guidance on the legal and institutional requirements for supporting a free and independent media. An inventory and field assessments of USAID and other donor investments were completed, and assessments of USAID state-of-the-art strategies in civil society support were initiated. Two grants were awarded to the International Labor Rights Fund (funded by the Center, the LAC Bureau, and State/DRL) and to the newly established Fair Labor Association, which is a White House initiative funded through State/DRL.

Further progress was constrained by several unanticipated events. Except for the senior civil society technical advisor, this past year saw complete turnover of staff in this subject area. Thus, completion of some planned activities was delayed as considerable effort was exercised in recruiting and orienting new team members. The increased number of labor grants along with the demands on the Center's labor advisor to participate in Agency and inter-agency policy fora on international issues, served to slow work on other aspects of the Center's plans in the labor portfolio. Finally, developments in **Indonesia** required G/DG to reconfigure its priorities in the civil society area during this rating period. As a result, more attention was targeted toward direct field support to a mission considered a foreign policy priority by USG.

In 2001, the completion of a number of technical and strategic guidance papers will result in their publication and dissemination to USAID Missions, partners, and other donors. These will include a strategic framework for better integration of labor programs into donor program priorities; technical guidance on the design of advocacy support programs for NGOs; a paper on the minimum legal standards for free media; technical guidance on the design of civic education programs; strategic guidance on the design of civil society programs; and lessons learned in supporting civil society participation in economic reform. Dissemination of these publications will include training workshops in 2001-02 for USAID DG officers and partner organizations; seminars and conferences with other donors; and technical assistance from the Center in the design of mission strategies in these topic areas.

Increasing emphasis is likely to be placed on building and broadening coalitions among civil society organizations to define common agendas and draw in sectors of civil society that frequently have not been involved in such alliances. More attention will be directed at encouraging the participation of labor unions and professional associations in reform coalitions.

5. *Possible Adjustments to Plan*

G/DG strategy, in which the objective for civil society is specified, was written and approved in FY 1997. The five-year strategy is effective through FY 2002, as is the civil society results package. A review of the strategic plan will occur beginning in FY 2001. No significant adjustment to plans is warranted or proposed at this time. Inter-agency work associated with labor rights and media was under-estimated in original plans, and the extraordinary opportunity for facilitating democratic processes in Indonesia was unexpected. As with other G/DG technical teams, competing demands on the limited resources of the civil society team have necessitated constant re-examination and sometimes reordering of priorities in the handling of workload. The workload/resource imbalance will be addressed as an issue at the time of the strategy review. In the meantime, G/DG is requesting an increase in the direct-hire staffing level and efforts are being made to recruit additional staff through the RSSA with Labor.

6. *Other Donor Programs*

The Center coordinates the work of its labor portfolio with activities conducted by other USG entities including the Labor's Bureau of International Labor Affairs, State/DRL, and the Department of the Treasury and recently participated in outreach to the Office of the U.S. Trade Representative. In addition, G/DG coordinates with the National Endowment for Democracy, which also provides complementary assistance to that undertaken by USAID. Center staff have shared their approaches and findings on support for civil society development with other critical donors, including the OECD/DAC, World Bank, and the Soros Foundation.

7. *Principal Contractors, Grantees, or Agencies*

The Center's civil society implementing mechanisms comprise three grants and a cooperative agreement. Grantees are the American Center for International Labor Solidarity (Solidarity Center), the International Labor Rights Fund, and the Nation Institute. The cooperative agreement is with the Fair Labor Association. New IQC partners are not yet awarded, but during this rating period the Center managed IQCs with Management Systems International and World Learning.

Operating Unit:	Center for Democracy and Governance
SSO Name:	National and local government institutions more openly and effectively perform public responsibilities (<i>Governance</i>)
SSO Number:	932-004

1. Self Assessment: On Track

The Center made significant progress this year in the governance sector. It worked closely with State to help advance the USG's objectives in fighting global corruption, and was actively involved in State's four priority DG countries, particularly in **Indonesia, Nigeria, and Ukraine**. The *USAID Handbook on Legislative Strengthening* was published, while *A Handbook on Fighting Corruption* continued to be in high demand.

2. Summary of the Strategic Support Objective

The purpose of this SSO is to identify lessons learned and to introduce and fortify strategic approaches for curbing corruption in government, strengthening legislative bodies, promoting decentralization and democratic local governance, enhancing civilian oversight of the military, and improving the management of policy reform. The SSO is based on the assumption that democracies can only be sustainable if they are responsive, accountable, and transparent to the people they serve. G/DG's work helps inform the over 50 missions that have governance-related strategic objectives. It is carried out through the design and management of new buy-in mechanisms; the design and implementation of activities that will expand USAID's knowledge base and/or seed larger, mission-funded efforts; the development of technical outreach materials; and field support, including both TDY and Washington backstop assistance.

3. Key Results

Foreign Policy. While all five governance sub-sectors contribute to USG democracy promotion objectives, it is the Center's work in anti-corruption that has received the most notice within the broader USG community. G/DG has also supported good governance in State's four priority DG countries.

- The Center has been an active player in the USG's anti-corruption campaign. It coordinated USAID's input into a State exercise to develop regional anti-corruption strategies; contributed to a series of State-led discussions between the World Bank and USG officials; and participated regularly in the senior-level, inter-agency group charged with follow-up to Vice President Al Gore's anti-corruption conference. In one indication of G/DG's added value, a Center-chaired intra-agency group expanded this year into an inter-agency group when State and Treasury asked to be included. G/DG has been one of the forces shaping the USG view of corruption as a economic development issue and not just a crime problem.
- The Center made significant contributions to the achievement of USG foreign policy objectives at the 9th International Conference on Corruption in Durban, South Africa. G/DG staff represented USAID's interests at USG inter-agency planning meetings, coordinated the participation of over 20 USAID Missions, and assured USAID a highly coveted speaking role. Perhaps more importantly, the Center organized a half-day session, "Corruption as a

Development Issue,” for the USG delegation. It was the only event planned for the entire USG delegation and over 60 delegates attended, including representatives from State, Treasury, and the Office of Government Ethics. In a separate effort at the conference, G/DG worked with AFR Bureau, UNDP, and NDI to organize a caucus of African participants. The caucus invigorated the anti-corruption principles that the Global Coalition for Africa had announced earlier in the year at the vice president’s anti-corruption conference.

- The Center made tangible contributions to the achievement of U.S. foreign policy objectives in State’s four priority DG countries. In **Indonesia**, Center staff conducted a corruption assessment that helped inform the Indonesia strategy. G/DG also provided the funding mechanism for and considerable backstopping support to the OTI-funded program to strengthen civilian control over the military. When a democratic transition was initiated in **Nigeria**, Center staff and a G/DG-managed mechanism enabled a rapid and much-lauded response to a request for training of newly elected government officials. The Center also arranged for a corruption assessment in Nigeria that will take place in the year ahead and provided advice to the OTI-funded program to strengthen control over the military. It is through a G/DG-managed mechanism that USAID has been able to claim success in the fight against corruption at the local level in **Ukraine**. The Center also supports a local chapter of Transparency International (TI) in Ukraine, as well as in **Colombia**. A corruption assessment that was completed in Colombia drew heavily from the G/DG-developed assessment methodology.

Technical Expertise. In FY 1999, the Center published and disseminated a number of technical publications, held several dissemination workshops, and provided a series of training courses in the governance field. The aim of G/DG’s technical outreach was to promote best practices, share lessons learned, and provoke discussion of important governance issues.

- The Center finalized its *Decentralization and Democratic Local Governance Programming Handbook* and published its *USAID Handbook on Legislative Strengthening*. Both handbooks provide methodologies for assessing the state of the sub-sectors in host countries, a framework for deciding upon the optimal program entry point(s) into a subsector, and programming ideas. G/DG’s *A Handbook on Fighting Corruption* continues to be in extremely high demand with a steady stream of requests coming in from other donors, NGOs, and foreign governments.
- The Center launched a series of booklets, which provide overviews of USAID programs in anti-corruption, implementing policy change, decentralization and democratic local governance, and legislative strengthening, to provide USAID officers with programming ideas from other countries and others with a better sense of USAID’s achievements.
- Through a cooperative agreement with NDI, G/DG supported the establishment of a website dedicated to expanding access to knowledge on the security field. The website (www.pdgs.org.ar) has more than 200 documents, 85 links, and three language options.
- Workshops to promote improved decentralization and democratic local governance programs were held in **Armenia** and **Ukraine**. A similar workshop was held in Paris for mission directors from AFR Bureau and Haiti. This latter workshop contributed as well to improved U.S.-French cooperation on decentralization issues.

- During its 1999 DG Officers Training Workshop the Center offered highly acclaimed courses in anti-corruption, implementing policy change, legislative strengthening, and decentralization and democratic local governance.

Field Support. G/DG provided extensive support to a number of field missions over the year, both through TDYs and Washington-based assistance.

- The Center conducted or arranged for the conduct of anti-corruption assessments in Indonesia, Lebanon, Madagascar, Morocco, Paraguay, the Philippines, and Thailand. These assessments fed directly into USAID programming decisions.
- G/DG provided five weeks of TDY support to **Bulgaria** during a critical period. Other countries benefiting from Center TDYs included Bolivia, Indonesia, Lebanon, Mali, Namibia, Paraguay, the Philippines, Tanzania, and Thailand.
- Support from Washington was extensive. It included numerous responses to requests for advice; reviews of strategies and statements of work; and assistance in contractual matters, especially related to the use of G/DG implementing mechanisms.
- The Center established a e-mail network for those interested in decentralization and democratic local governance issues. The network reaches some 100 officers in Washington and the field, and is complemented by a quarterly intra-agency meeting on decentralization and democratic local governance.

Program Management/Direct Development Impact. In addition to the IQC buy-ins it manages in order to facilitate rapid start-ups and quality design and implementation work in the field, G/DG has several small activities of its own. Most of these are related to the realization of the technical outreach agenda described above but, as much of the technical work is done through Center-managed IQCs, the activities often have the added benefit of strengthening the capabilities of the contractors who available to missions through buy-ins. For instance, the contractor under the Implementing Policy Change project (IPC) has conducted extensive analytical work on behalf of G/DG (see www.ipc.msi-inc.com). Most observers agree that this analytical work has an independent value to DG practitioners and that, at the same time, the familiarity with the methodologies that have arisen out of the analytical work has helped to make the IPC contract an exceptionally popular Center mechanism. To extend this example, the Center did not fund the successes achieved through the IPC buy-in in Ukraine and Bulgaria¹ but G/DG-funded analytical work that the contractor conducted previously certainly laid the ground for those successes.

G/DG obligates a limited amount of its funds to direct implementation. Through a grant to TI, for instance, the Center supports the institutional development of the organization's local chapters in nine countries: Bangladesh, Benin, Bulgaria, Colombia, Dominican Republic, Ghana, Mozambique, Sri Lanka, and Ukraine. The purpose of the activity, which provides no more than \$60,000 for each chapter, is to create model chapters in each region of USAID activity and to

¹ In Ukraine, the IPC contractor is assisting in a successful anti-corruption program targeted at the local level. One measure of success is the \$65 million investment a U.S. firm is making as a result of a corruption fighting public-private partnership that the contractor helped establish. In Bulgaria, the IPC contractor has facilitated an effective dialogue between the government and the business community on policy-related issues and, in a separate activity, helped increase citizen satisfaction with local government services.

help transfer lessons learned. The **Colombia** chapter has been a leader in implementing “integrity pacts” whereby contractors bidding on selected construction projects sign bonds to forego bribery. The **Bangladesh** chapter has established its own website and assisted with website development in India and Nepal. All of the chapters are actively seeking to raise the profile of the corruption issues in their respective countries.

The Center has requested NDI to expand its G/DG-funded portfolio to include (in addition to case studies and technical studies) small pilot activities to increase civilian control over the military. The purpose will be to learn and demonstrate lessons that could be applied to larger activities, to attract field mission interest in funding the larger activities, and to establish a collaborative, complementary relationship with Department of Defense (DOD) programs.

4. *Performance and Prospects*

G/DG has been generally pleased with its performance in the governance sector. The Center is proud of the achievements outlined above and believes they represent an extremely productive year, particularly when one takes into account that the governance team has only six full-time staff and five sub-sectors of responsibility. IQCs have been awarded, and the decentralization mechanism is expected to be in place by spring 2000. There have, however, been disappointments. Considerable planning went into an international legislative strengthening conference that attracted over 150 registrants, but the conference had to be postponed at the last minute when a cyclone devastated the conference site.

G/DG expects that anti-corruption will continue to be a busy sub-sector with recurrent short-fused deadlines. The Center intends to maintain its reputation as a source of “cutting edge” technical advice to USAID Missions and its active role in both international donor and USG inter-agency settings. To better serve field needs, G/DG is discussing a grant modification with TI that will enable missions to call on TI assistance in the institutional development of local anti-corruption organizations. G/DG will also complete and disseminate the lessons learned from four anti-corruption case studies.

Decentralization and democratic local governance, and legislative strengthening are relatively mature sub-sectors for which missions have a lesser need for urgent advice. Here, the Center will focus on an occasional papers series that addresses key issues. The first legislative strengthening paper will consider the differences between parliamentary and presidential systems and the implications for USAID programming. The first decentralization paper will examine the factors that determine success in scaling up pilot activities.

Implementing policy change has reached a stage whereby G/DG can focus primarily on disseminating lessons learned—a focus that began in earnest this year. Technical work will concentrate on increasing the Center’s understanding of how best to promote accountability and cross-sectoral linkages. A potential area of emphasis is the link between DG and effective programs to combat AIDS.

Given the threat that unaccountable militaries pose to emerging democracies, G/DG believes civil-military programs will become increasingly important to U.S. foreign policy. In the coming year, the Center will focus on building a collaborative relationship with DOD and strengthening USAID’s ability to undertake programs that strengthen civilian capabilities to oversee the military.

Finally, the Center believes there is both a need and a demand for issues-based, cross-sectoral training. As such, it will develop a training module in corruption/decentralization and

democratic local governance; and, resources permitting, conduct training in one region on the governance-related issues common to the region.

5. *Possible Adjustments to Plan*

The G/DG strategic plan remains effective through FY 2002, as is the governance results package. A review of the strategic plan will occur beginning in FY 2001. Integrity in government is a topic of growing profile among donors, and the USG has been in the vanguard of promoting anti-corruption efforts. G/DG has been a key player in inter-agency efforts to advance this agenda. Similarly, pilot work in the area of civil/military affairs has required substantial inter-agency involvement. This level of involvement in inter-agency affairs was not anticipated in original team plans, and resulting management implications are problematic. The unanticipated workload necessitates constant reexamination and sometimes reordering of priorities in the handling of the governance workload. The workload/resource imbalance will be addressed as an issue at the time of the strategy review. In the meantime, an increase in the G/DG USDH staffing ceiling is requested, and the allocation of USDH staff to the governance team is proposed to increase by one FTE, from three to four.

6. *Other Donor Programs*

The Center has established effective working relationships with other donors on a number of fronts in governance programming. Perhaps the strongest tie is with the World Bank (the Bank). G/DG staff meet regularly with Bank officials to discuss trends in and approaches to fighting corruption and have facilitated the completion of several Bank surveys. Staff also worked with the UNDP at the International Corruption Conference and co-sponsored OECD anti-corruption conferences in Washington and Manila.

The Bank has become an active partner with the IPC-assisted African Enterprise Networks throughout Africa. Bank and IPC personnel have collaborated to address policy analysis and policy coordination in Zambia and Tanzania, and to analyze alternative approaches to policy change. At the Bank's request, IPC staff also assisted in the design of a training course for Bank employees and host-country officials.

Finally, the Center is engaged in discussions on civil-military relations programs with the United Kingdom's Department for International Development and has been building stronger ties with the Bank on decentralization and democratic local governance.

7. *Principal Contractors, Grantees, or Agencies*

In FY 1999, the Center managed a task order under a contract with IRIS for four corruption case studies, a cooperative agreement with NDI for a civil military program, and a grant to TI for anti-corruption activities. The Center also managed six IQCs: three for governance (Associates in Rural Development, Casals and Associates, and Development Alternatives, Inc.—DAI); one for legislative strengthening (the Research Institute of the State University of New York—SUNY); one for decentralization (Research Triangle Institute); and one for policy change (Management Systems International—MSI). New IQCs are for anti-corruption (MSI and Casals and Associates), policy reform (MSI and DAI), and legislative strengthening (SUNY and Development Associates) were awarded. The new decentralization IQC will be awarded shortly.

IV. RESOURCE REQUEST

To fulfill mandates, meet objectives, and sustain existing program operations, G/DG is requesting an FY 2002 program budget allocation of \$15,212,000; an operating expense budget of \$213,000 (\$123,000 for travel and \$90,000 for DG cadre training); and a direct-hire on-board workforce level of 27. This request is consistent with control levels, except on workforce where the request exceeds the given control level by three FTEs.

A. Program Requirements

Program funding control levels are as follows:	FY 2000	\$10,968,000
	FY 2001	\$13,829,000
	FY 2002	\$15,212,000

Administrative Directive

The control levels include an administrative directive of \$3 million for funding of a global labor program. In FY 2000 and FY 2001, \$3 million of the Center's program budget will be allocated to the existing grant with the American Center for International Labor Solidarity. This, along with equal amounts of funding from the LAC and AFR Bureaus, will fully fund the current agreement. Assuming continuation of the directive, G/DG will initiate drafting of a request for applications (RFA) early in FY 2001 for the competitive letting of a successor program award early in FY 2002, and will apply \$3 million towards the new agreement.

Program Support Assistance

Program support assistance to NGO partners represents the most significant portion of the G/DG budget. In addition to funding efforts to improve state-of-the-art programming in DG, the Center pre-positions resources with NGO partners to facilitate rapid-response movement in accord with foreign policy and USAID Mission priorities. Working capital of this kind provides for on-the-ground assessments, strategies, program design, and quick mobilization of resources for activity start-ups. As such, these assistance agreements are critical to USAID's effectiveness in many matters of foreign policy significance. Remaining resources are then applied to support G/DG's mandate of developing and disseminating technical expertise, pilot programs to experiment with innovative methodologies, and cross-country programs that augment results achieved through bi-lateral programming approaches.

The Center is currently seeking applications for the award of new cooperative agreements in the areas of elections and political processes, and civil society. The new award in elections and political processes is intended as the follow-on to the current CEPPS agreement. The new award is conceptualized to have a five-year life and an award ceiling of \$60 million. A minimum \$5 million of the \$60 million award is expected to be funded by G/DG. The balance will accommodate field support, regional bureau, and ESF transfers.

The civil society award is structured as a leader with associates cooperative agreement. The five-year leader award will carry an award ceiling of \$12 million, of which only \$3 million is planned for G/DG funding. The balance will provide for transfers from State, regional bureaus, and missions. The leader award is set with broad parameters meant particularly to meet the needs of State in ESF programming—a current example being the “no-sweat” initiative. No ceiling is being established for associate awards.

The \$2.8 million grant to TI, awarded in 1995, is being reviewed for modification. The Center is interested in broadening the anti-corruption program to include private sector initiatives and strengthened provisions for sub-grant and technical assistance to indigenous organizations. Agreement modification is expected to occur in FY 2001.

The approach to achieving objectives in civil-military affairs is under review, and workplan revisions are likely. The \$3.7 million cooperative agreement with NDI is due to expire in 2001, but the pipeline will remain and an extension is likely. Future investment in this area depends on funds availability and results achieved. At given control levels, G/DG may, with OTI participation, continue limited program activity aimed at improving civilian oversight over the military. As a place-marker to keep this option open, a modest five-year program of \$2.5 million is budgeted to begin in late FY 2001.

NGO program support to Freedom House and IFES will continue as prime recipients of leader with associates cooperative agreements for ROL and human rights. The cooperative agreement with The Asia Foundation for GWIP has just expired, and the ESF grant to the Nation Institute will terminate later in FY 2000. Future funding of the grant to the International Labor Rights Fund and the cooperative agreement with the Fair Labor Association is dependent upon the availability of ESF through the “no sweat” initiative.

The cooperative agreement with World Learning for the DG Fellows program has been extended through FY 2001. An RFA will be issued late in FY 2000 or early FY 2001 for sponsorship of a follow-on program.

Control levels provide for the initiation of two new additional assistance programs in FY 2002. New initiatives in the sub-areas of ROL (e.g., access to justice) and conflict prevention/post-conflict programming are tentatively identified as candidates. G/DG will explore these and other options with colleagues in and outside the Agency before making commitments.

Technical Assistance Contracts

Award of a new set of IQCs covering the entire spectrum of DG work was initiated in FY 1999. Thirteen of a planned 17 new contracts have now been awarded in six of eight award areas: analytical services (two awards), ROL (three), elections and political processes (two), civil society (two), decentralization (two), anti-corruption (two), legislative strengthening (two) and policy reform (two). Each IQC is a five-year contract. The Center is issuing initial task orders with one firm in each subject area, essentially putting these firms on retainer. As with the “working capital” concept with the NGO partners, funding of the initial task orders allows for quick mobilization of contract services assistance where and when needed in support of the DG objective. As the initial awards are drawn-down, G/DG anticipates making similar awards to other IQC holders. To provide flexibility, lessen significantly the number of procurement actions, and reduce management units, these broadly-specified orders will be employed as much as possible for the Center’s own needs in following through on the technical leadership agenda.

In the resource area, a contract with Pal-Tech was executed late in FY 1999 for the provision of administrative support services in the Center. The three-year contract is fully funded through FY 2002. A buy-in to the PPC/CDIE Research and Reference Services contract with the Academy for Educational Development expires in FY 2000. The buy-in establishes and provides the services of the G/DG Information Unit. An RFP is being issued by PPC and a new contract is expected to be in place before the current contract expires. The services of the G/DG Information Unit are specified in the RFP, and the budget is estimated at \$3 million for the five-year life of the contract.

Inter-agency Awards

Inter-agency awards are in effect with the Departments of Agriculture, Justice, and Labor, and the Federal Judiciary. All are due to remain in effect through the planning period. As travel support is all that will be required, support to the Federal Judiciary is planned to occur through an IQC task order instead an inter-agency agreement. The PASA with Justice will likely expand in the framework of PDD#71. Resources support services agreements with Labor and Agriculture provide valuable on-site personnel with all the capabilities of direct-hire staff.

B. Workforce

The USDH workforce control level is held constant at 24 through the planning period. The Center has, with past AA/G support, consistently maintained that a USDH level of 27 is critical. Absent the needed ceiling, G/DG has had to become increasingly reliant upon program-funded personnel, who are limited by regulation as to responsibilities that can be assigned. The Center needs USDH staff who are authorized to work on-site, be connected electronically, use USAID accounting systems, and fully plan, develop, and manage activities.

G/DG has already tried to meet critical needs within existing USDH ceilings. Over the past year, the Center has re-written two USDH position descriptions, down-sized the USDH secretarial and program staff in favor of technical positions, and secured the services of a program assistant and two administrative assistants through a contract with Pal-Tech.

Technical team staff levels have otherwise been augmented where possible through inter-agency agreements that provide expert USG personnel. Once cleared, personnel function with all the authorities of USAID direct-hire personnel; however, reliance on these mechanisms is not without costs, as staff may not always be fully responsive to Center needs. Presently, an agreement with Justice provides for the on-site services of an SES employee on detail, and a newly negotiated PASA provides for the full-time on-site services of a criminal justice expert. An agreement with Labor provides the full-time services of a GS-13 USDH employee on detail, and the RSSA is being expanded to bring-on two more Labor personnel, a GS-14 and a GS-13. Similarly, the RSSA with Agriculture is being expanded to increase the number of schedule (b) employees working in the Center from two up to five. An intra-Agency agreement with OTI negotiated a year ago provides for G/DG to benefit from the services of an OTI-PSC employee; this is likely to finally happen within the next few months.

G/DG has benefited, too, from the services of Democracy Fellows placed in the Center through a cooperative agreement with World Learning. Fellows are an enormous asset and vital to the Center's functioning, but the purpose and scope of the fellows program generally precludes assignment of significant program management responsibilities.

Six NEPs are currently being overseen by G/DG and five more are being recruited for late FY 2000 employment. G/DG welcomes these additions to the foreign service DG cadre and places a high priority on training and orientation. However, this has added considerable workload burden to an already stretched Center staff, and the benefit in terms of work product on the part of the NEPs, despite outstanding credentials and prospects, is of course limited.

The G/DG Information Unit is staffed entirely through an institutional contract. Its services are important equally to Center management and technical staff performance, as well as G/DG delivery of technical leadership and field support services. The overall effectiveness of the contract is facilitated by a close day-to-day working relationship, with unit staff essentially functioning as Center staff.

C. Operating Expenses

The control level for operating expenses is held constant at \$123,000 annually for FYs 2000-2002. The entire operating expense (OE) budget is allocated to travel expenses, and G/DG has effectively learned to “live with” this budget level over the past several years. The budget is tightly controlled and strict criteria are employed in approving USDH travel. The criteria essentially consider the merits of proposed travel in terms of consistency with the Global Bureau mandate and G/DG objectives. When travel benefits accrue to a mission or regional bureau, cost allocation is negotiated. In addition to the travel budget, the Center relies annually on an allocation of HR-controlled OE training funds for the conduct of DG cadre-building exercises. The allocation in FY 2000 is \$90,000. Allocations of about this level in FY 2001 and 2002 are requested.

FY 2001 Budget Request by Program/Country

Program/Country: G/DG

Appropriation Account: DA

Scenario: Base

O. # , Title		FY 2001 Request														Est. S.O. Pipeline End of FY 2001
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	
632-001: Rule of Law																
	Bilateral	2,250												2,250	1,804	2,690
	Field Spt	0														
		2,250	0	0	0	0	0	0	0	0	0	0	0	2,250	1,804	2,690
632-002: Elections and Political Processes																
	Bilateral	2,050												2,050	2,789	4,170
	Field Spt	0														
		2,050	0	0	0	0	0	0	0	0	0	0	0	2,050	2,789	4,170
632-003: Civil Society																
	Bilateral	6,229												6,229	5,278	7,240
	Field Spt	0														
		6,229	0	0	0	0	0	0	0	0	0	0	0	6,229	5,278	7,240
632-004: Governance																
	Bilateral	3,300												3,300	3,353	4,476
	Field Spt	0														
		3,300	0	0	0	0	0	0	0	0	0	0	0	3,300	3,353	4,476
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		13,829	0	0	0	0	0	0	0	0	0	0	0	13,829	12,398	18,649
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		13,829	0	0	0	0	0	0	0	0	0	0	0	13,829	12,398	18,649

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	13,829
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	13,829
Dev. Assist ICASS	
Dev. Assist Total:	13,829
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation account.

Tables for DA and CSD may be combined on one table.

For the DA/CSD table, columns marked with (*) will be funded from the CSD account.

FY 2002 Budget Request by Program/Country

Program/Country: G/DG

Appropriation Account: DA

Scenario: Base

O. # , Title		FY 2002 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 02
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
632-001: Rule of Law															Year of Final Oblig: 07	
	Bilateral	3,500												3,500	1,938	4,410
	Field Spt	0														
		3,500	0	0	0	0	0	0	0	0	0	0	0	3,500	1,938	4,410
632-002: Elections and Political Processes															Year of Final Oblig: 07	
	Bilateral	1,100												1,100	3,308	3,120
	Field Spt	0														
		1,100	0	0	0	0	0	0	0	0	0	0	0	1,100	3,308	3,120
632-003: Civil Society															Year of Final Oblig: 07	
	Bilateral	4,300												4,300	6,298	5,400
	Field Spt	0														
		4,300	0	0	0	0	0	0	0	0	0	0	0	4,300	6,298	5,400
632-004: Governance															Year of Final Oblig: 07	
	Bilateral	6,312												6,312	4,978	6,700
	Field Spt	0														
		6,312	0	0	0	0	0	0	0	0	0	0	0	6,312	4,978	6,700
SO 5:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		15,212	0	0	0	0	0	0	0	0	0	0	0	15,212	14,819	20,542
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		15,212	0	0	0	0	0	0	0	0	0	0	0	15,212	14,819	20,542

FY 02 Request Agency Goal Totals	
Econ Growth	0
Democracy	15,212
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 02 Account Distribution (DA only)	
Dev. Assist Program	15,212
Dev. Assist ICASS	
Dev. Assist Total:	15,212
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation account.
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD table, columns marked with (*) will be funded from the CSD account.

Workforce Tables *

Org: G/DG						Total							Total	Total
End of year on-board FY 2000 ESTIMATE	SO 1	SO 2	SO 3	SO 4	Over- Arching	SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded														
U.S. Direct Hire	3	5	2	3	6	19	3					2	5	24
Other U.S. Citizens						0							0	0
FSN/TCN Direct Hire						0							0	0
Other FSN/TCN						0							0	0
Subtotal	3	5	2	3	6	19	3	0	0	0	0	2	5	24
Program Funded														
U.S. Citizens	1		4	3		8							0	8
FSNs/TCNs						0							0	0
Subtotal	1	0	4	3	0	8	0	0	0	0	0	0	0	8
Total Direct Workforce	4	5	6	6	6	27	3	0	0	0	0	2	5	32
TAACS						0							0	0
Fellows	2	2	2	2	2	10							0	10
NEPs														
Subtotal	2	2	2	2	2	10	0	0	0	0	0	0	0	10
TOTAL WORKFORCE	6	7	8	8	8	37	3	0	0	0	0	2	5	42

Workforce Tables *

Org: G/DG														
End of year on-board FY 2001 TARGET	SO 1	SO 2	SO 3	SO 4	SO 5	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded														
U.S. Direct Hire	4	5	4	4	5	22	3					2	5	27
Other U.S. Citizens						0							0	0
FSN/TCN Direct Hire						0							0	0
Other FSN/TCN						0							0	0
Subtotal	4	5	4	4	5	22	3	0	0	0	0	2	5	27
Program Funded														
U.S. Citizens	1		4	3		8							0	8
FSNs/TCNs						0							0	0
Subtotal	1	0	4	3	0	8	0	0	0	0	0	0	0	8
Total Direct Workforce	5	5	8	7	5	30	3	0	0	0	0	2	5	35
TAACS						0							0	0
Fellows	1	2	1	1	2	7							0	7
NEPs														
Subtotal	1	2	1	1	2	7	0	0	0	0	0	0	0	7
TOTAL WORKFORCE	6	7	9	8	7	37	3	0	0	0	0	2	5	42

Workforce Tables *

Org: G/DG														
End of year on-board FY 2002 TARGET	SO 1	SO 2	SO 3	SO 4	SO 5	Total SO-SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded														
U.S. Direct Hire	4	5	4	4	5	22	3					2	5	27
Other U.S. Citizens						0							0	0
FSN/TCN Direct Hire						0							0	0
Other FSN/TCN						0							0	0
Subtotal	4	5	4	4	5	22	3	0	0	0	0	2	5	27
Program Funded														
U.S. Citizens	1		4	3		8							0	8
FSNs/TCNs						0							0	0
Subtotal	1	0	4	3	0	8	0	0	0	0	0	0	0	8
Total Direct Workforce	5	5	8	7	5	30	3	0	0	0	0	2	5	35
TAACS						0							0	0
Fellows	1	2	1	1	2	7							0	7
NEPs														
Subtotal	1	2	1	1	2	7	0	0	0	0	0	0	0	7
TOTAL WORKFORCE	6	7	9	8	7	37	3	0	0	0	0	2	5	42

* Program funded personnel include one DOJ PASA, one IPA, two DOL RSSAs, and four USDA RSSAs.

Not included are one DOJ detailee, one DOL detailee, and one OTI PSC seconded to G/DG.

NEP recruitment, orientation, and USAID/W rotations are overseen by G/DG, but NEPs are not considered in G/DG workforce.

In FY 2000, six NEPs are on-board. Another five are being recruited for employment late in FY 2000 or early 2001.

Field Support
Global Bureau FY 2002 R4 Financial Profile
FY 2000 Planned OYB
(\$000)

Global Bureau Center/Office: Democracy and Governance								
Funding Mechanisms	ANE	AFR	E&E	LAC	GLOBAL	BHR	PPC	HR
Core					\$ 24,165			
*Field Support Direct Obligations:								
Managed Org.	\$ 860	\$ 5,246	\$ 3,843	\$ 75				\$ 90
OYB Transfers			\$ 96					
MAARDS								
Non-Direct Obligations								
Buy-ins (MAARDS)								
Associate Grants								
**Other								
Totals:	\$ 860	\$ 5,246	\$ 3,939	\$ 75	\$ 24,165	\$ -	\$ -	\$ 90

*Field Support Direct Obligations must match FS database.

** Non-Direct Obligations - if Other used, please identify

Global Bureau FY 2002 R4 Financial Profile
FY 1999 Actual Obligations
(\$000)

Global Bureau Center/Office: Democracy and Governance									
Funding Mechanisms	ANE	AFR	E&E	LAC	GLOBAL	BHR	PPC	HR	Totals
Core					\$ 15,157				\$ 15,157
Field Support:									
Direct Obligations									
Managed Org.	\$ 3,402	\$ 12,309	\$ 3,443	\$ 861	\$ 167	\$ 750	\$ 46	\$ 105	\$ 21,083
OYB Transfers		\$ 1,000							\$ 1,000
MAARDS	\$ 215								\$ 215
Direct Obligations Total:	\$ 3,617	\$ 13,309	\$ 3,443	\$ 861	\$ 167	\$ 750	\$ 46	\$ 105	\$ 22,298
Non-Direct Obligations									
Buy-ins (MAARDS)	\$ 1,665	\$ 3,171	\$ 2,355	\$ 7,261					\$ 14,452
Associate Grants	\$ 5,400	\$ 500							\$ 5,900
Other									
Non-Direct Obligations Total:	\$ 7,065	\$ 3,671	\$ 2,355	\$ 7,261					\$ 20,352
Bureau Totals:	\$ 10,682	\$ 16,980	\$ 5,798	\$ 8,122	\$ 15,324	\$ 750	\$ 46	\$ 105	\$ 57,807

USDH Staffing Requirements by Backstop, FY 2000-2003

Mission:	G/DG
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Functional Backstop (BS)	Number of USDH Employees in Backstop in			
	FY 2000	FY 2001	FY 2002	FY 2003

Senior Management				
SMG - 01	2	2	2	2

Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94				

Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Secretary - 05 & 07	1	1	1	1

Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12	20	23	23	23
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				
General Dvpm. - 12*				
RUDO, UE-funded - 40				

Total	24	27	27	27
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G/DG Staff Profile

<u>Position Title</u>	<u>Name</u>	<u>Grade</u>	<u>Position ID</u>	<u>Position Description</u>
Executive				
Center Director	Jennifer Windsor	AD18	169400004	Represents the Agency on technical issues.
Deputy Center Director	Jim Vermillion	FS01	169400009	Responsible for overseeing the technical quality of staff and programs.
Secretary	Sheron Moore	GS09	169400020	Provides office management services.
Program Office				
Program Officer	John Wiebler	FS01	169400025	Responsible for program strategy, planning, monitoring and reporting, and budgeting.
Program Analyst	Patricia Allen	GS12	169400029	Performs analyses for program management purposes.
Country Strategies				
Senior Advisor/Team Leader	Jerry Hyman	GS15	169400041	Senior advisor and team leader for analytical services.
Democracy Officer	Gerardine Donnelly	FE OC	169400051	Performs program evaluation services.
Democracy Specialist	Michele Schimpp	FS02	169400053	Provides technical assistance in DG program design and evaluation to LAC.
Democracy Specialist	Vacant	GS13		Provides technical assistance in DG program design and evaluation to E&E.
Democracy Specialist	Susan Jay	GS12	169400052	Provides technical assistance in DG program design and evaluation to AFR.
Democracy Specialist	Vacant	GS09		Provides technical assistance in DG program design and evaluation to ANE.
Democracy Fellow	Robin Silver	Fellow		Conducts research to develop or test new programmatic approaches.
Rule of Law				
Senior Advisor/Team Leader	Gail Lecce	FE OC	169400064	Senior advisor and team leader for ROL.
Democracy Specialist	Michael Miklaucic	GS13	169400065	Manages mechanisms and provides technical guidance and support.
Democracy Specialist	Aleksandra Braginski	GS13	169400073	Manages mechanisms and provides technical guidance and support.
ROL Specialist	Jan Stromsem	DOJ/SES		Provides technical guidance and support to USAID in ROL area.
Democracy Fellow	Cynthia Ambrose	Fellow		Conducts research to develop or test new programmatic approaches.
Elections/Political Processes				
Senior Advisor/Team Leader	Susan Kosinski	FS02	169400050	Senior advisor and team leader for electoral and political processes.
Democracy Specialist	Katherine Nichols	GS13	169400085	Manages mechanisms and provides technical guidance and field support in elections and political processes (AFR).
Democracy Specialist	Kara McDonald	GS11	169400088	Manages mechanisms and provides technical guidance and field support in elections and political processes (E&E).
Democracy Specialist	Aud-Frances McKernan	GS09	169400099	Manages mechanisms and provides technical guidance and field support in elections and political processes (ANE).
Democracy Specialist	Sean McClure	GS09	169400097	Manages mechanisms and provides technical guidance and field support in elections and political processes (LAC).
Civil Society				
Senior Advisor/Team Leader	Gary Hansen	GS15	169400076	Senior advisor and team leader for civil society.
Democracy Officer	David Nelson	FS01	169400061	Manages mechanisms and provides technical guidance and field support in civil society.
Democracy Specialist	Harry Blair	IPA	169400090	Manages mechanisms and provides technical guidance and field support in civil society.
Democracy Specialist	David Black	USDA		Manages mechanisms and provides technical guidance and field support in civil society.
Senior Labor Advisor	Michaela Meehan	DOL/13		Responsible for technical leadership in the development of the labor program.
Democracy Fellow	Dwayne Woods	Fellow		Conducts research to develop or test new programmatic approaches.
Governance				
Senior Advisor/Team Leader	Diana Swain	FS01	169400056	Senior advisor and team leader for governance.
Strategic Management Specialist	Pat Isman-Fn'Piere	USDA/14		Provides technical guidance in policy change and DG linkages across sectors; supports the governance program.
Democracy Specialist	Keri Eisenbeis	AD11	169400089	Manages mechanisms and provides technical guidance and support in governance with emphasis on civil-military relations.
Democracy Specialist	(Michael) Eric Kite	GS11	169400059	Manages mechanisms and provides technical guidance and support in governance with emphasis on anti-corruption.
Democracy Fellow	Gary Bland	Fellow		Conducts research to develop or test new programmatic approaches (decentralization).
Democracy Fellow	Stephen Brager	Fellow		Conducts research to develop or test new programmatic approaches (legislative strengthening).

WASHINGTON OE BY RESOURCE CATEGORY

Office/Bureau: G/DG

OC		Resource Category Title		FY 2000 Estimate	FY 2001 Target	FY 2002 Target
11.8	Special personal services payments	Do not enter data on this line.				
	IPA/Details-In/PASAs/RSSAs Salaries					
	Subtotal OC 11.8	0.0	0.0	0.0		
12.1	Personnel Benefits	Do not enter data on this line.				
	IPA/Details-In/PASAs/RSSAs Salaries					
	Subtotal OC 12.1	0.0	0.0	0.0		
21.0	Travel and transportation of persons	Do not enter data on this line.				
	Training Travel	Do not enter data on this line.				
	Operational Travel	Do not enter data on this line.				
	Site Visits - Headquarters Personnel	120,000.0	120,000.0	120,000.0		
	Site Visits - Mission Personnel					
	Conferences/Seminars/Meetings/Retreats	3,000.0	3,000.0	3,000.0		
	Assessment Travel					
	Impact Evaluation Travel					
	Disaster Travel (to respond to specific disasters)					
	Recruitment Travel					
	Other Operational Travel					
	Subtotal OC 21.0	123,000.0	123,000.0	123,000.0		
23.3	Communications, Utilities, and Miscellaneous Charges	Do not enter data on this line.				
	Commercial Time Sharing					
	Subtotal OC 23.3	0.0	0.0	0.0		
24.0	Printing & Reproduction	Do not enter data on this line.				
	Subscriptions & Publications					
	Subtotal OC 24.0	0.0	0.0	0.0		
25.1	Advisory and assistance services	Do not enter data on this line.				
	Studies, Analyses, & Evaluations					
	Management & Professional Support Services					
	Engineering & Technical Services					
	Subtotal OC 25.1	0.0	0.0	0.0		
25.2	Other services	Do not enter data on this line.				
	Non-Federal Audits					
	Grievances/Investigations					
	Manpower Contracts					
	Other Miscellaneous Services					
	Staff training contracts					
	Subtotal OC 25.2	0.0	0.0	0.0		
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line.				
	DCAA Audits					
	HHS Audits					
	All Other Federal Audits					
	Reimbursements to Other USAID Accounts					
	All Other Services from other Gov't. Agencies					
	Subtotal OC 25.3	0.0	0.0	0.0		
25.7	Operation & Maintenance of Equipment & Storage	Do not enter data on this line.				
	Subtotal OC 25.7	0.0	0.0	0.0		
25.8	Subsistence and support of persons (contract or Gov't.)	Do not enter data on this line.				
	Subtotal OC 25.8	0.0	0.0	0.0		
26.0	Supplies and Materials	Do not enter data on this line.				
	Subtotal OC 26.0	0.0	0.0	0.0		
31.0	Equipment	Do not enter data on this line.				
	ADP Software Purchases					
	ADP Hardware Purchases					
	Subtotal OC 31.0	0.0	0.0	0.0		
TOTAL BUDGET		123,000.0	123,000.0	123,000.0		

Center for Democracy and Governance, Global Bureau, USAID
Authorized Activities
June 8, 2000

	APPROVAL DATE	APPROVED AMOUNT	YEAR OF FUNDS	OBLIGATED	EXPENDED	ACTIVITY END DATE
New and On-going Activities- AFR						
1. Cote d'Ivoire						
Training of political parties in parliament on constitutional reform	6/12/98	\$250,000	FY 1998	\$250,000; \$46,832 was reprogrammed	\$22,503	Suspended
2. Cote d'Ivoire						
Pre-election assessment of electoral and political processes	11/20/99	\$200,000	FY 1998	\$200,000	\$4,565	Suspended
3. Djibouti						
Technical assistance to the Executive and technical assistance for human rights monitoring	9/30/99	\$350,000	FY 1998	\$350,000	0	12/31/00
4. Guinea-Bissau						
Pre-election assessment and design of an electoral assistance program	4/27/99	\$300,000	FY 1998	\$300,000 was reprogrammed	0	Not implemented
5. Lesotho						
Post-election consolidation activities for parliament and civil society	6/12/98	\$125,000	FY 1998	\$125,000	\$125,000	1998
6. Lesotho						
Training of political parties and support for domestic election monitoring	9/28/99	\$200,000	FY 1999	\$200,000	0	12/31/00
7. Sierra Leone						
Technical assistance to the executive and selected ministries	6/12/98	\$200,000	FY 1998	\$200,000	\$200,000	6/30/99
8. Sierra Leone						
Strengthening political parties and the electoral process	12/2/99	\$100,000	FYs 1998 &	\$100,000	\$83,000	3/31/00
9. Swaziland						
Support to NGOs, voter education, and technical assistance on elections administration	6/12/98	\$145,000	FY 1998	\$145,000	\$141,652	1998
10. Swaziland						
Public outreach and reform advocacy	9/15/99	\$200,000	FY 1998	\$200,000	\$93,638	2/28/00
New and On-going Activities- ANE						
11. Afghanistan						
Support to an NGO for local governance activities	8/26/99	\$200,000	FY 1998	\$200,000	0	12/31/00
12. Algeria						
Parliamentary training program and labor development	6/12/98	\$490,000	FY 1998	\$190,000	\$112,877	12/31/00
13. Algeria						
Post-election assessment to investigate future programming options to foster democratization	2/3/98	\$20,000	FY 1998	\$50,000	\$50,000	1998
14. Iraq						
Assessment of prospects for democratic institution-building	1/31/00	\$96,000	FY 1999	\$96,000	0	12/31/00
15. Laos						
Strengthening the judiciary with respect to economic and business law	4/21/98	\$300,000	FY 1998	\$300,000	\$227,682	9/30/00
16. Oman						
Judicial training	6/12/98	\$200,000	FY 1998	\$200,000	\$199,079	9/30/00
17. Papua New Guinea						
Short-term technical assistance to the electoral commission	11/5/98	\$150,000	FY 1998	\$150,000	\$25,108	12/31/00
18. Thailand						
Voter education and support for domestic election monitoring	11/5/98	\$200,000	FY 1998	\$200,000	\$147,651	6/30/00
19. Yemen						
Technical assistance to the elections commission and parliamentary training program focusing on public outreach and policy formation	6/12/98	\$1,348,000	FY 1998	\$1,348,000	\$744,217	6/30/00
Completed Activities						
20. East Asia						
Regional women's rights program focusing on violence against women and discrimination in the workplace	1997	\$230,000	FY 1997	\$230,000	\$230,000	1999
21. Venezuela						
Monitoring of local and national elections in November and December 199	10/19/98	\$250,000	FY 1998	\$250,000	\$242,864	1998
22. Venezuela						
Conference on campaign finance to strengthen transparency	5/28/98	\$41,291	FY 1998	\$46,586	\$46,586	1998
23. Togo						
Pre-election assessment	6/3/98	\$61,000	FY 1997	\$53,698	\$53,698	1998

FY 2000 Activities in Support of Objective: Civil Society

Activities	Sector													
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 00	Pipeline 9/30/00	Mortgage 9/30/00
IQC w/ TBD														
G/DG task order w/ TBD											240	100	140	0
IQC w/ TBD											25	0	25	0
Task order w/ MSI for civic education studies												252	0	0
CoAg w/ TBD											1,500	100	1,400	1,500
Grant w/ Solidarity Center (Directive)											3,000	3,000	3,000	3,000
CoAg w/ Fair Labor Association												500	239	0
Grant w/ Int'l Labor Rights Fund												300	100	0
Task order w/ World Learning for labor studies												73	0	0
Grant with Nation Institute												159	0	0
DOL RSSA											600	200	500	0
IPA w/ Bucknell												140	0	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning											250	100	150	100
CoAg w/ TBD for Fellows Program														
Administration Support														
Contract w/ Pal-Tech												50	100	0
Research and Information Support														
Contract w/ AED											75	150	0	0
Info Unit contract											100	0	100	650
Analytical Services														
632(a)Comm/Democratic Countries											25	25	0	0
IQC w/ MSI														
Task order w/ MSI												0	100	0
IQC w/ ARD												0	6	0
CoAg w/ TAF for G/WIP												33	0	0
TOTAL											5,815	5,182	5,860	5,250

FY 2001 Activities in Support of Objective: Civil Society

Activities	Sector											Exp'd. FY 01	Pipeline 9/30/01	Mortgage 9/30/01
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov			
IQC w/ TBD														
G/DG task order w/ TBD												100	40	0
IQC w/ TBD											100	25	100	0
Task order w/ MSI for civic education studies													0	0
CoAg w/ TBD											1,500	900	2,000	0
Grant w/ Solidarity Center (Directive)											3,000	3,000	3,000	0
Grant for Global Labor Program											679		679	14,321
CoAg w/ Fair Labor Association												239	0	0
Grant w/ Int'l Labor Rights Fund												100	0	0
Task order w/ World Learning for labor studies													0	0
Grant w/ Nation Institute												0	0	0
DOL RSSA												250	250	0
IPA w/ Bucknell													0	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning												150		
CoAg w/ TBD for Fellows Program											700	50	650	550
Administration Support														
Contract w/ Pal-Tech												50	50	0
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	150	450
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
Task order w/ MSI												50	50	0
IQC w/ ARD											50	6	50	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											6,229	5,070	7,019	15,321

FY 2002 Activities in Support of Objective: Civil Society

Activities	Sector													
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 02	Pipeline 9/30/02	Mortgage 9/30/02
IQC w/ TBD														
Task order w/ TBD											300	140	200	0
IQC w/ TBD											200	100	200	0
Task order w/ MSI for civic education studies													0	0
CoAg w/ TBD												1,000	1,000	0
Grant w/ Solidarity Center (Directive)												3,000		0
Grant for Global Labor Program											3,000	679	3,000	11,321
CoAg w/ Fair Labor Association													0	0
Grant w/ Int'l Labor Rights Fund													0	0
Task order w/ World Learning for labor studies													0	0
Grant with Nation Institute												0	0	0
DOL RSSA											300	250	300	300
IPA w/ Bucknell													0	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning														
CoAg w/ TBD for Fellows Program											200	200	650	350
Administration Support														
Contract w/ Pal-Tech											50	50	50	100
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	200	250
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
Task order w/ MSI											50	25	75	0
IQC w/ ARD												25	25	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											4,300	5,619	5,700	12,321

FY 2002 Activities in Support of Objective: Elections and Political Processes

Activities	Sector											Exp'd. FY 02	Pipeline 9/30/02	Mortgage 9/30/02
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov			
IQC w/ IFES														
G/DG task order w/ IFES											300	300	320	0
IQC w/ Development Associates Inc.											300	200	200	0
CoAg w/ CEPPS												1,000	0	0
CoAg for Elections and Political Processes												1,000	1,900	1,000
Indirect Costs:														
Fellows														
CoAg w/ World Learning														
CoAg w/ TBD for Fellows Program											200	200	650	350
Administration Support														
Contract w/ Pal-Tech											50	50	50	100
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	200	250
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
Task order w/ MSI											50	25	75	0
IQC w/ ARD												25	25	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											1,100	2,950	3,420	1,700

FY 2002 Activities in Support of Objective: Governance

Activities	Sector													
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 02	Pipeline 9/30/02	Mortgage 9/30/02
IQC w/ MSI for Anti-corruption														
G/DG task order w/ MSI											300	200	300	0
IQC w/ Casals for Anti-Corruption											200	150	200	0
Grant w/ TI											1,000	1,200	1,000	2,000
IQC w/ TBD for Decentralization														
G/DG task order w/ TBD											200	160	200	0
IQCw/ TBD for Decentralization											100	100	100	0
Task order w/ RTI for handbook													0	0
IQC w/ SUNY for Legislative Strengthening														
G/DG task order w/ SUNY											300	160	300	0
IQC w/ Development Alternatives for Leg.											100	100	100	0
IQC w/ MSI for IPC														
G/DG task order for IPC												500	0	0
IQC w/ MSI for Policy Reform														
G/DG task order for Policy Reform											300	200	460	0
IQC w/ Development Alternatives for Policy Ref.											100	100	100	0
CoAg w/ NDI for Civil-military												400	0	0
CoAg for Civ/Mil											1,000	450	1,000	1,000
CoAg for Conflict Prevention											1,712	0	1,712	4,288
USDA RSSA											500	500	240	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning														
CoAg w/ TBD for Fellows Program											200	200	650	350
Administration Support														
Contract w/ Pal-Tech											50	50	50	100
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	200	250
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
task order w/ MSI											50	25	75	0
IQC w/ ARD												25	25	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											6,312	4,670	6,712	7,988

FY 2002 Activities in Support of Objective: Rule of Law

	Sector													
Activities	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 02	Pipeline 9/30/02	Mortgage 9/30/02
IQC w/ NCSC														
G/DG task order w/ NCSC											300	120	300	0
Task order for Federal Judiciary											100	70	50	0
IQC w/ IRIS												50	50	0
IQC w/ Management Sciences for Dev'l												50	50	0
CoAg w/ IFES											300	300	500	400
CoAg w/ Freedom House											300	300	500	400
CoAg for ROL initiative											2,000	0	2,000	4,000
PASA w/ DOJ												240	260	500
Indirect Costs:														
Fellows														
CoAg w/ World Learning														
CoAg w/ TBD for Fellows Program											200	200	650	350
Administration Support														
Contract w/ Pal-Tech											50	50	50	100
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	200	250
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
task order w/ MSI											50	25	75	0
IQC w/ ARD												25	25	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											3,500	1,580	4,710	6,000

FY 2001 Activities in Support of Objective: Elections and Political Processes

Activities	Sector											Exp'd. FY 01	Pipeline 9/30/01	Mortgage 9/30/01
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov			
IQC w/ IFES														
Task order w/ IFES												100	320	0
IQC w/ Development Associates Inc.											100	25	100	0
CoAg w/ CEPPS												1000	0	0
CoAg for Elections and Political Processes											1000	1000	2900	1000
Indirect Costs:														
Fellows														
CoAg w/ World Learning												150		
CoAg w/ TBD for Fellows Program											700	50	650	550
Administration Support														
Contract w/ Pal-Tech												50	50	0
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	150	450
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
Task order w/ MSI												50	50	0
IQC w/ ARD											50	6	50	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											2,050	2,581	4,270	2,000

FY 2001 Activities in Support of Objective: Governance

Activities	Sector										Exp'd. FY 01	Pipeline 9/30/01	Mortgage 9/30/01
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov		
IQC w/ MSI for Anti-corruption													
Task order w/ MSI											100	200	0
IQC w/ Casals for Anti-corruption											50	50	50
Task order w/ IRIS for case studies												0	0
Task order w/ CASALS for country assessment												0	0
Grant w/ TI											1,000	1,000	3,000
IQC w/ TBD for Decentralization													
G/DG task order w/ TBD											40	160	0
IQC w/ TBD for Decentralization											100	25	0
Task order w/ RTI for handbook												0	0
IQC w/ SUNY for Legislative Strengthening													
G/DG task order w/ SUNY											40	160	0
IQC w/ Development Alternatives for Leg.											100	25	0
Task order w/ SUNY for handbook/conference												0	0
IQC w/ MSI for IPC													
G/DG task order for IPC											500	500	0
IQC w/ MSI for Policy Reform													
G/DG task order for Policy Reform											40	360	0
IQC w/ Development Alternatives for Policy Ref.											100	25	0
CoAg w/ NDI for Civil Military												400	0
CoAg for Civ/Mil											500	50	2,000
USDA RSSA											500	400	500
Indirect Costs:													
Fellows													
CoAg w/ World Learning											150		
CoAg w/ TBD for Fellows Program											700	50	550
Administration Support													
Contract w/ Pal-Tech											50	50	0
Research and Information Support													
Contract w/ AED												0	0
Info Unit contract											200	150	450
Analytical Services													
632(a)Comm/Democratic Countries												0	0
IQC w/ MSI													
Task order w/ MSI											50	50	0
IQC w/ ARD											50	6	0
CoAg w/ TAF for G/WIP												0	0
TOTAL											3,300	3,151	6,550

FY 2001 Activities in Support of Objective: Rule of Law

Activities	Sector											Exp'd. FY 01	Pipeline 9/30/01	Mortgage 9/30/01
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov			
IQC w/ NCSC														
Task order w/ NCSC												200	120	0
Task order w/ Federal Judiciary												50	20	0
IQC w/ IRIS											100	25	100	0
IQC w/ Management Sciences for Dev'l											100	25	100	0
CoAg w/ IFES											300	300	500	700
CoAg w/ Freedom House											300	300	500	700
PASA w/ DOJ											500	240	500	500
Indirect Costs:														
Fellows														
CoAg w/ World Learning												150		
CoAg w/ TBD for Fellows Program											700	50	650	550
Administration Support														
Contract w/ Pal-Tech												50	50	0
Research and Information Support														
Contract w/ AED													0	0
Info Unit contract											200	150	150	450
Analytical Services														
632(a)Comm/Democratic Countries													0	0
IQC w/ MSI														
Task order w/ MSI												50	50	0
IQC w/ ARD											50	6	50	0
CoAg w/ TAF for G/WIP													0	0
TOTAL											2,250	1,596	2,790	2,900

FY 2000 Activities in Support of Objective: Elections and Political Processes

Activities	Sector													
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 00	Pipeline 9/30/00	Mortgage 9/30/00
IQC w/ IFES														
G/DG task order w/ IFES											520	100	420	0
IQC w/ Development Associates Inc.											25	0	25	0
CoAg w/ CEPPS												4,000	1,000	0
CoAg for Elections and Political Processes											3,000	100	2,900	2,000
Indirect Costs:														
Fellows														
CoAg w/ World Learning											250	100	150	100
CoAg w/ TBD for Fellows Program														
Administration Support														
Contract w/ Pal-Tech												50	100	0
Research and Information Support														
Contract w/ AED											75	150	0	0
Info Unit contract											100	0	100	650
Analytical Services														
632(a)Comm/Democratic Countries											25	25	0	0
IQC w/ MSI														
task order w/ MSI												0	100	0
IQC w/ ARD												0	6	0
CoAg w/ TAF for G/WIP												33	0	0
TOTAL											3,995	4,558	4,801	2,750

FY 2000 Activities in Support of Objective: Governance

Activities	Sector													
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov	Exp'd. FY 00	Pipeline 9/30/00	Mortgage 9/30/00
IQC w/ MSI for Anti-corruption														
G/DG task order w/ MSI											400	100	300	0
IQC w/ Casals for Anti-corruption											100	50	50	0
Task order w/ IRIS for case studies												192	0	0
Task order w/ CASALS for country assessment												25	0	0
Grant w/ TI											1,000	600	1,200	4,000
IQC w/ TBD for Decentralization														
G/DG task order w/ TBD											240	40	200	0
IQCw/ TBD for Decentralization											25	0	25	0
Task order w/ RTI for handbook												104	0	0
IQC w/ SUNY for Legislative Strengthening														
G/DG task order w/ SUNY											240	40	200	0
IQC w/ Development Alternatives for Leg.											25	0	25	0
Task order w/SUNY for handbook and conference												140	0	0
IQC w/ MSI for IPC														
G/DG task order for IPC												450	1,000	0
IQC w/ MSI for Policy Reform														
G/DG task order for Policy Reform											400	0	400	0
IQC w/ Development Alternatives for Policy Ref.											25	0	25	0
CoAg w/ NDI for Civil Military											500	400	400	0
USDA RSSA												230	140	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning											250	100	150	100
CoAg w/ TBD for Fellows Program														
Administration Support														
Contract w/ Pal-Tech												50	100	0
Research and Information Support														
Contract w/ AED											75	150	0	0
Info Unit contract											100	0	100	650
Analytical Services														
632(a)Comm/Democratic Countries											25	25	0	0
IQC w/ MSI														
Task order w/ MSI												0	100	0
IQC w/ ARD												0	6	0
CoAg w/ TAF for G/WIP												33	0	0
TOTAL											3,405	2,729	4,421	4,750

FY 2000 Activities in Support of Objective: Rule of Law

Activities	Sector											Exp'd. FY 00	Pipeline 9/30/00	Mortgage 9/30/00
	Agriculture	Other Ec Growth	Children Basic Ed	Other HCD	POP	Child Survival	Infect Diseases	HIV/AIDS	Health Promotion	Environmt	Dem/Gov			
IQC w/ NCSC														
G/DG task order w/ NCSC											420	100	320	0
Task order for Federal Judiciary											100	30	70	0
IQC w/ IRIS											25	0	25	0
IQC w/ Management Sciences for Dev'l											25	0	25	0
CoAg w/ IFES												400	500	1,000
CoAg w/ Freedom House												400	500	1,000
PASA w/ DOJ												300	240	0
Indirect Costs:														
Fellows														
CoAg w/ World Learning											250	100	150	100
CoAg w/ TBD for Fellows Program														
Administration Support														
Contract w/ Pal-Tech												50	100	0
Research and Information Support														
Contract w/ AED											75	150	0	0
Info Unit contract											100	0	100	650
Analytical Services														
632(a)Comm/Democratic Countries											25	25	0	0
IQC w/ MSI														
Task order w/ MSI												0	100	0
IQC w/ ARD												0	6	0
CoAg w/ TAF for G/WIP												33	0	0
TOTAL											1,020	1,588	2,136	2,750

ANNEX A: G/DG Strategic Framework

SSO 1 Rule of Law	SSO 2 Elections and Political Processes	SSO 3 Civil Society	SSO 4 Governance
Legal systems operate more effectively to embody democratic principles and protect human rights	Political processes, including elections, are competitive and reflect the will of an informed citizenry	Informed citizens' groups effectively contribute to more responsive government	National/local government institutions more openly and effectively perform their public responsibilities
INDICATORS	INDICATORS	INDICATORS	INDICATORS
1.1 Countries implementing legal systems reform programs. <i>(Legal Reform/Codification of Human Rights)</i>	2.1 Countries with fully codified electoral laws and regulations that conform with international standards. <i>(Impartial Electoral Framework)</i>	3.1 A legal framework to protect and promote civil society ensured. <i>(Enabling Environment)</i>	4.1 Governments articulate and sponsor anti-corruption measures. <i>(Governmental Integrity)</i>
1.2 Countries implementing court administration programs. <i>(Administration of Justice)</i>	2.2 Countries with independent electoral commissions operating effectively. <i>(Credible Electoral Administration)</i>	3.2 Increased citizen participation in the policy process and oversight of public institutions. <i>(Advocacy)</i>	4.2 Local-level governments improve democratic processes. <i>(Democratic Decentralization)</i>
1.3 Countries introducing mechanisms to expand access of women and poor and other marginalized populations to legal systems. <i>(Access to Justice)</i>	2.3 Countries reporting effective oversight of elections through domestic and/or international monitoring and independent media coverage. <i>(Effective Oversight of Electoral Processes)</i>	3.3 Increased institutional and financial viability of civil society organizations. <i>(Sustainability)</i>	4.3 Legislative bodies improve their effectiveness and accountability. <i>(Legislative Strengthening)</i>
	2.4 Countries meeting targeted increases in citizen participation in elections through voter education and mobilization efforts. <i>(Informed and Active Citizenry)</i>	3.4 Enhanced free flow of information. <i>(Media)</i>	4.4 Countries progress toward effective civilian control over the national military. <i>(Civil-military)</i>
	2.5 Countries with political parties organized to represent a broad constituency through internal democratic processes. <i>(Representative and Competitive Multiparty System)</i>	3.5 Strengthened democratic political culture. <i>(Civic Education)</i>	4.5 Countries effectively manage policy implementation. <i>(Policy Implementation)</i>
	2.6 Countries meeting targeted increases in political participation by women and disadvantaged groups. <i>(Inclusion of Women and Disadvantaged Groups)</i>		
	2.7 Countries in which political power is peacefully transferred following elections through established transition processes. <i>(Well-Established Procedures for Transfers of Power)</i>		

Rule of Law	Elections and Political Processes	Civil Society	Governance
INTERMEDIATE RESULTS	INTERMEDIATE RESULTS	INTERMEDIATE RESULTS	INTERMEDIATE RESULTS
<p>1.1 Legal reform methodologies developed and applied.</p> <p>1.2 Development of improved AOJ models.</p> <p>1.3 Development of models for increased access to legal systems.</p>	<p>2.1 USAID methodology (revised manual) for providing assistance in elections administration, local elections, and post-election training developed and applied.</p> <p>2.2 Revised manual with new section and supporting field documents on assistance to strengthen political parties developed and utilized.</p> <p>2.3 Center assistance mechanism for promoting inclusion of women and disadvantaged groups in electoral and political processes is utilized.</p> <p>2.4 Center assistance mechanisms for strengthening elections and political processes in countries are used.</p>	<p>3.1 Program guidance/field support provided and employed for</p> <ul style="list-style-type: none"> - Building an enabling environment conducive to strong civil society - Strengthening civil society organizations' ability to participate in policy advocacy and oversight - Strengthening civil society financial management, administrative, and organizational capabilities - Increasing independent sources of citizen information, improving media reporting and strengthening media management - Expanding and improving civic education <p>3.2 Selected unions strengthened.</p>	<p>4.1 Anti-corruption models developed and applied.</p> <p>4.2 Prototype strategies for effecting democratic decentralization developed and applied.</p> <p>4.3 Legislative strengthening models and guidelines developed and applied.</p> <p>4.4 Model methodologies for promoting civil-military relations at different stages of political transition developed and applied.</p> <p>4.5 Model methodologies for anticipating and managing change affecting governance developed and applied.</p>
INDICATORS	INDICATORS	INDICATORS	INDICATORS
<p>1.1 Missions using code reform manual.</p> <p>1.2 Missions use case management methodology.</p> <p>1.3 Missions utilizing alternative dispute resolution models.</p>	<p>2.1 Missions using USAID methodology for providing assistance in elections administration, local elections, or post elections training.</p> <p>2.2 Missions using guidance on assistance to strengthen political parties.</p> <p>2.3 Missions/embassies using the Center's mechanism to promote increased political participation of women and disadvantaged groups.</p> <p>2.4 Missions using Center assistance mechanisms for strengthening of elections and political processes.</p>	<p>3.1 DG officers exhibit knowledge of civil society issues, programming options, and best practices; mission program investments shaped accordingly; field support and buy-in levels are significant.</p> <p>3.2 Internal processes of select labor groups are more democratic; select labor unions are more effectively engaged in advocating for democratic processes in government.</p>	<p>4.1 Missions using approaches for anti-corruption objective.</p> <p>4.2 Missions using democratic decentralization prototypes.</p> <p>4.3 Missions using legislative strengthening models and guidelines.</p> <p>4.4 Missions using policy change models.</p> <p>4.5 Missions using model methodologies for promoting civil-military relations.</p>

ANNEX B:

Results to Date of All G/DG Authorized Non-presence Country Activities

The ESF process, particularly for the ANE and AFR regions, places a significant demand on Center staff. New policy guidance on non-presence countries will streamline the approval process prior to obligation; however, the analytical foundation and justification for activities in non-presence countries must still be completed since the Center and our partners bear management and implementation responsibility for activities carried out through our mechanisms.

New and On-going Activities—AFR

Cote d'Ivoire

Grantee: CEPPS Obligated: \$250,000 Expended: \$22,503
Status: Activities suspended due to military coup in December 1999.

Grantee trained political parties in parliament on constitutional reform.

Grantee: CEPPS Obligated: \$200,000 Expended: \$4,565
Status: Activities suspended due to military coup in December 1999.

Building on its experience providing technical assistance to Cote d'Ivoire's parliament, the CEPPS mechanism received additional funding in FY 1999 to evaluate preparations for the 2000 general elections. Cote d'Ivoire's government had scheduled presidential and legislative elections for October and November 2000, respectively. In December 1999, CEPPS organized two assessment missions—one focusing on election administration and the other on political party dynamics—to examine the broader political environment and determine core obstacles to an open and peaceful electoral process. The assessment missions found that limited efforts had been made to address previously identified weaknesses in the electoral system; they also concluded with recommendations for improving the pre-elections environment. Following the visit, a military coup toppled the government of President Henri Konan Bedie. In response, the United States suspended all assistance to the government of Cote d'Ivoire. Both NDI and IFES, leaders of the two missions, continue to monitor the situation with an eye toward resuming assistance in support of the transition government's efforts to hold a constitutional referendum and follow-through with the elections.

Djibouti

Grantee: CEPPS Obligated: \$350,000 Expended: \$0
Status: Continuing/On-track

Though troubled by ethnic strife and dominated by the executive branch, Djibouti's government is, according to State, open to democratic principles and opportunities for change. Elections held in April 1999 presented an opportunity for working with reformers in the executive branch to promote improved governance and transparency. Reformers, together with civil society activists, are striving to exercise their independence and promote greater respect for human rights, executive accountability, and tolerance among political opponents.

CEPPS received funding in FY 1999 for activities to strengthen Djibouti's democratic institutions. One activity will focus on technical assistance to the newly-created executive office

ombudsperson. CEPPS will also provide support for activities to strengthen checks and balances across the government and to increase broader civic and political participation in government. A third activity will provide technical assistance and training for human rights monitoring to the Djiboutian Human Rights League. Anticipated results include foundations for increased oversight and accountability of the executive branch, as well as strengthened capacity of civil society organizations to monitor and report human rights violations.

Lesotho

Grantee: CEPPS Obligated: \$125,000 Expended: \$125,000
Status: Completed

Funding enabled the participation of several U.S. monitors on the U.N. international election observer delegation in May 1998.

Grantee: CEPPS Obligated: \$200,000 Expended: \$0
Status: Continuing/On-track

The elections scheduled for 2000 are considered critical for Lesotho's democratization process. CEPPS received FY 1999 funds to help establish a more transparent electoral system, which the government hopes will prevent a reoccurrence of the violence that followed the 1998 elections. CEPPS will train political parties to develop campaign strategies, reach out to constituents, and communicate issues effectively. The objective of this training is to help parties become more accountable to the electorate and motivate broader voter participation. CEPPS will also assist local monitors conduct parallel vote tabulation, a process that can instill greater voter confidence in the electoral system.

Sierra Leone

Grantee: MSI Obligated: \$200,000 Expended: \$200,000
Status: Completed

Grantee conducted a national seminar on the role of the armed forces and provided technical assistance to the executive on security sector policy.

Grantee: CEPPS Obligated: \$100,000 Expended: \$83,000
Status: Continuing/On-track

In July 1999, the government of Sierra Leone and the Revolutionary United Front of Sierra Leone signed a peace agreement, which includes a provision for national elections to be held within 16 months following the establishment of a national electoral commission. Using ESF funds, CEPPS/IFES began a new program to 1) assess the state of election preparations; 2) develop recommendations for strengthening elections administration and the electoral process; 3) assess the state of existing political parties; and 4) develop recommendations for strengthening national political processes and political parties. The first two activities have been conducted in coordination with the United Kingdom's Department for International Development.

The assessment teams visited Sierra Leone in December 1999 and February 2000 to identify several fundamental issues that must be resolved before elections can proceed. The CEPPS/IFES team recommended the creation of a consultative committee as a key step in developing a consensus-based framework for the electoral process. CEPPS/IFES and DFID staff returned to Sierra Leone in February and April 2000 to assist with the development of the

committee and prepare for a roundtable of registered political parties and civil society representatives. A final report on the two missions is being prepared.

Swaziland

Grantee: CEPPS Obligated: \$145,000 Expended: \$141,652
Status: Completed

Grantee conducted assessment mission in August 1998.

Grantee: CEPPS Obligated: \$200,000 Expended: \$93,638
Status: Continuing/On-track

In May 1999, CEPPS/NDI began a program to support the constitutional reform process in Swaziland by exposing officials to constitutional development models in other countries and by continuing activities to train local government councilors. While NDI organized a successful study mission to Botswana for Swazi political and civic leaders, the institute has terminated the training portion of the program. An inability to solidify a partnership with the Swazi Ministry of Housing and Urban Development led to this decision. NDI will use funding from the training activity to expand the constitutional study component; a second study tour to Morocco is planned. NDI is also printing and distributing the Botswana study mission report.

New and On-going Activities—ANE

Afghanistan

Grantee: UNCHS Obligated: \$200,000 Expended: \$0
Status: Continuing/On-track

In 1998, after several years of conflict and widespread destruction, the Taliban brought much of the Afghani central highlands under its control. In the process, homes were looted and torched, crops destroyed, thousands killed, and human rights abused. Those who had not fled to Iran or Pakistan for good returned to piles of rubble where their villages once stood. Notwithstanding the devastation, UNCHS was able to establish a presence in several of the villages and assist in institutionalizing community fora to provide local services (especially reconstruction) and some measure of self-government. Indeed, members of several community fora successfully defended the UN-assisted programs when Taliban threatened to destroy them. Any progress in supporting democratic self-government in Afghanistan would (1) diminish the reach of Taliban's authoritarian rule and (2) establish some basis for a future free and democratic Afghanistan.

Algeria

Grantee: CEPPS Obligated: \$50,000 Expended: \$50,000
Status: Completed

Grantee conducted a post-election assessment from March 5 to 10, 1998.

Grantee: CEPPS Obligated: \$190,000 Expended: \$112,877
Status: Continuing/On-track

CEPPS/NDI launched a parliamentary assistance program for Algeria's People's National Assembly in October 1999. The program, originally scheduled to begin in September 1998, had been postponed due to the April 1999 presidential election. After starting, it was suspended when

Algeria's government refused to grant visas to NDI staff. NDI restructured the program to bring journalists to the United States for training on election reporting. The Algerian government has now issued visas, and NDI plans to conduct workshops for parliament's six main party groups. The workshops focus on developing members' internal and external communication skills. G/DG has granted the program an extension through December 31, 2000.

Grantee: ACILS Obligated: \$300,000 Expended: NA
Status: Continuing/Not meeting expectations due to difficult political environment

Implementation of the labor program through G/DG's grant to ACILS (the Solidarity Center) is ongoing, although the highly politicized environment in Algeria has slowed progress. The program is designed to improve the institutional capacity of unions to carry out their representational function and better defend worker rights; decentralize union structures by giving more training to local and regional leaders; empower working women and develop a strategy to integrate women in their trade unions; improve unions and other civil society actors' capacity to monitor and document worker rights violations; and expose leaders to counterpart unions and begin an information exchange. A Solidarity Center representative visited Algeria in February 2000 to lay out a series of steps to achieve program goals. A report on the trip is being prepared.

Iraq

Grantee: CEPPS Obligated: \$96,000 Expended: \$0
Status: Continuing/On-track

State has requested USAID assistance in implementing its program of support to democratic opposition groups in northern Iraq. FY 1999 ESF funds will be used to assess the prospects for supporting and strengthening democratic institution building. Proposed activities include planning and fact-finding with relevant members of the Iraqi opposition, with the possibility of an assessment mission to Iraq. A written report analyzing the prospects for democratic institution building will be the principal product of the study.

Laos

Grantee: IDLI Obligated: \$300,000 Expended: \$227,682
Status: Continuing/On-track

USAID provided assistance through IDLI to work with 10 Lao experts from the judiciary and the Ministry of Justice to pen and edit a judicial benchbook on economic legal issues. The book, a composite of Lao laws, was completed in July 1999 and published in Lao, English, and French. The publications were presented to all judges through a series of training workshops. The program provided judges with guidelines for how to address economic issues—guidelines that heretofore had not existed. Results of the training are 1) improvements in the quality of judicial rulings vis-a-vis economic affairs, 2) exposure of those in the justice sector to the importance of ROL, and 3) a beginning of the slow process of stimulating demand for judicial independence and professionalization. The final phase of this project started in February 2000 with the participation of two benchbook authors in a five-week enterprise and investment lawyers course.

Oman

Grantee: IDLI Obligated: \$200,000 Expended: \$73,556
Status: Continuing/On-track

Based on a needs assessment conducted in January 1999, IDLI organized two ROL training programs. The training included a judicial training of trainers component to build Omani judicial expertise and indigenous training capacity. "The Role of the Basic Law in Developing the Legal System in Oman" was held in October 1999 and "Legal Prevention and Judicial Control of Corruption" was held in November 1999. In addition to the training, 12 Omani judges received fellowships to IDLI courses. IDLI is working with Omani officials and the U.S. Embassy in Oman to develop further training.

Papua New Guinea

Grantee: CEPPS Obligated: \$150,000 Expended: \$25,108
Status: Continuing/Delayed due to political conditions

The objective of the CEPPS/IFES program is to build professionalism within the electoral commission, strengthen the commission's administrative capacity, support the design and development of training materials and programs for polling place officials, and improve transparency in the elections process in New Guinea's province of Bougainville. Elections planned for April 1999 were cancelled after the Election Commission of Papua New Guinea cited them as extra-constitutional. The elections have not been rescheduled, and IFES' technical assistance remains in the planning and preparation stages.

Thailand

Grantee: CEPPS Obligated: \$200,000 Expended: \$147,651
Status: Continuing/On-track

CEPPS/NDI provided training and technical assistance to Pollwatch, a Thai organization created to support free and fair elections, in preparation for spring 2000 elections. NDI advised Pollwatch on developing an election-monitoring manual and hosted a workshop in October 1999 to review the manual. In addition, NDI coordinated with the Election Commission of Thailand, Pollwatch's regional networks, and the Solidarity Center to host a training workshop for monitors of the October 1999 municipal elections.

With senatorial elections scheduled for March 2000 and general elections expected soon after, G/DG granted NDI an extension through June 2000 to complete a post-election conference. The conference will bring together trainers and advisors who previously worked with Pollwatch to evaluate the monitoring process and discuss next steps for the regional networks.

Yemen

Grantee: CEPPS Obligated: \$1,348,000 Expended: \$744,217
Status: Continuing/On-track

CEPPS/NDI has created a program to strengthen the legitimacy of the parliament by promoting greater communication between legislators and the Yemeni people. In the fall of 1999, the program became fully operational. The IFES team developed a detailed training program for Supreme Elections Committee (SEC) staff and presented an Arabic translation of the August 1999 management study to the SEC. It also provided information on voter registration options to the parliament and advised donors on the challenges of organizing local government elections

that may take place in 2001. Training will continue throughout 2000, and IFES will also organize a program of election commission study tours for SEC members.

Completed Activities

Asia regional women's rights program

Grantee: TAF Obligated: \$230,000 Expended: \$230,000

Status: Completed

Grantee strengthened a regional network of women's organizations to protect the rights of women.

Venezuela

Grantee: CEPPS Obligated: \$46,586 Expended: \$46,586

Status: Completed

Grantee organized a conference on political party and campaign financing.

Grantee: CEPPS Obligated: \$250,000 Expended: \$242,864

Status: Completed

Grantee monitored local and national elections in November and December 1998.

Togo

Grantee: CEPPS Obligated: \$53,698 Expended: \$53,678

Status: Completed

Grantee conducted a pre-election assessment in spring 1999.

ANNEX C: G/DG Success Stories

One of the primary reasons for the Center's establishment in 1994 was to improve the quality of DG programming worldwide. The nature of G/DG's four SSOs necessitates that, in many cases, G/DG advance the quality of programs and USAID's ultimate impact in indirect ways. In this R4, each SSO section cites such indirect, yet very important, impact; however, the use of Center implementing mechanisms, notably the Solidarity Center grant and the CEPPS cooperative agreement, often results in direct impact on the lives of people who seek to live in free and prosperous society. New or anticipated leader with associates cooperative agreements in ROL and civil society will further enhance G/DG's ability to directly impact peoples' lives.

INDONESIA: Protecting the Integrity of the Electoral Process

In 1999, Indonesia conducted its first competitive elections in 44 years—marking an historic step away from its recent autocratic past and into a new era of democratic transformation. Through the CEPPS mechanism, efforts undertaken by civic groups with NDI worked were credited with deterring electoral irregularities and providing Indonesian citizens with crucial information on results when official delays risked undermining the poll's credibility and heightened the likelihood of post-election violence.

For nearly a year, NDI worked with civic groups to enhance citizen participation in the polls and to protect the integrity of the electoral process. With NDI assistance, three major groups built a nationwide domestic election monitoring network in an environment where widespread unrest had been feared. With newly acquired organizing skills—from recruiting volunteers to collecting election data spread across 6,000 islands—Indonesian domestic monitoring groups together ultimately trained and deployed more than 600,000 pollwatchers. NDI staff members from Bangladesh and Guyana, who had led similar domestic monitoring efforts in their own countries, advised the Indonesian monitoring groups, provided technical assistance, and successfully promoted coordination among them.

Following election day, the protracted release of official results fueled suspicions about the fairness of the tally in a country with a long history of vote fraud. Hampered by administrative delays, election officials turned to the Rector's Forum, a domestic civic group that linked more than 200 universities throughout the country, to calm a potentially explosive political environment. NDI had worked closely with the forum on the design and implementation of a statistically based independent vote tabulation in all 27 Indonesian provinces as a mechanism for verifying the official vote count. Election administrators relied on the forum's count, which largely converged with preliminary official results, to calm rising concerns about vote manipulation and administrative misconduct.

INDONESIA: Voter Education

USAID/Indonesia was faced with a challenge running up to the 1999 parliamentary elections: Voter education in a country with the geographic, ethnic, and linguistic complexity of Indonesia would be a daunting task. Yet, such an effort would be crucial for the legitimacy of these groundbreaking elections. USAID realized that the Solidarity Center, with its network of local NGO and labor partners, would be in a unique position to help solve this problem. The Solidarity Center supported a grassroots voter education project with over 30 organizations in 18 provinces of Indonesia. These organizations consisted of trade unions, NGOs dedicated to worker issues,

human rights organizations, women's NGOs, and similar organizations. The center's voter education project placed an emphasis on regional organizations in order to compensate for local differences and needs, as well as to more efficiently reach voters at the grassroots level. With the assistance of USAID and the Solidarity Center, these organizations:

- Conducted over 650 voter education programs in the three-month pre-election period. These voter education programs were comprehensive face-to-face seminars at the grassroots level. Topics included democratic principles, individual choice in a democracy, a citizen's role in a democratic community, the role of legislators as representatives of the people, women's rights to make an individual choice in the election process, access to political parties and information about platforms, and technical election process information.
- Directly reached over 120,000 eligible voters. These included factory workers, first-time voters, women, rural villagers, and workers from the informal sector.
- Created innovative voter education programs. The efforts involved by using novel interactive methods, and incorporating unique methods of teaching such as role-playing, theater programs, and speech/essay contests.

LATIN AMERICA: Political Party Leadership Program Combats Apathy

Voter apathy has been increasing across Latin America, where citizens view parties as ineffective, corrupt, and out of touch with their constituencies. Young people, in particular, are hesitant to join or to become associated with political parties. At the same time, support has risen for independent candidates, special interest parties, and anti-party movements. It is widely believed that, unless Latin American parties renew and reform themselves, the door remains open to those populist leaders who threaten democratic institutions and processes.

USAID, working through NDI via the CEPPS mechanism, has developed a long-term regional initiative—the Political Party Leadership Program—to train young political leaders, help foster relations among parties in the hemisphere, and support political party reform and revitalization. Evidence of the program's impact is already emerging. Mexican participant Rafael González Chío was appointed by his political party to head its youth mobilization movement for the Labastida campaign. González Chío's project and NDI training have helped him create a successful methodology and message to mobilize youth voters in support for his political party.

In Paraguay, PEN participant Fernando Camacho organized a workshop for 50 members of the Filizzola faction of the PEN. Camacho, with NDI support, was able to use the skills and techniques that he learned to bring coherency to the issues facing the Filizzola faction such as whether it would remain in PEN or form a new party. These skills provided an organizational alternative to the traditional approach of Paraguayan party programs and platforms.

Through an active e-mail network, program participants are communicating with each other about their projects and soliciting advice on party building strategies. Impacts of the new skills of participants are apparent throughout the region: enhanced political participation of women and indigenous citizens in Guatemala; improved skills of municipal council officials in Mexico; and better training capacity of local branches of political parties in Paraguay and Venezuela. In addition, regional linkages among parties are stronger and NDI's international network of volunteer experts is helping parties implement programs they have designed.

The effects of these initiatives reach beyond the participants into the local, regional, and national leadership of the parties. Such far-reaching impact is helping to build consensus about potential initiatives to strengthen political parties in the hemisphere.

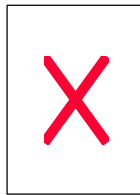
ANNEX D: G/DG Technical Publication Series

PN-ACB-895	Alternative Dispute Resolution Practitioners Guide
PN-ACC-887	Civil-Military Relations: USAID's Role
PN-ACD-395	Democracy and Governance: A Conceptual Framework
PN-ACC-390	Handbook of Democracy and Governance Indicators
PN-ACE-070	A Handbook on Fighting Corruption
PN-ACF-631	Managing Assistance in Support of Political and Electoral Processes
PN-ACE-630	The Role of Media in Democracy: A Strategic Approach
PN-ACF-632	USAID Handbook on Legislative Strengthening
PN-ACE-500	USAID Political Party Development Assistance
	Conducting a DG Assessment: A Framework for Strategy Development (Advance Copy)

ANNEX E:

Guide to Acronyms

ACE	Administration and Costs of Election Project
ACILS	American Center for International Labor Solidarity (Solidarity Center)
ADR	Alternative Dispute Resolution
AFR	Africa
ANE	Asia and Near East
APP	Agency Performance Plan
APR	Agency Performance Report
CDIE	USAID/PPC/Center for Development Information and Evaluation
CEPPS	Consortium for Elections and Political Processes Strengthening
DA	Development Assistance
DG	Democracy and Governance
DOD	Department of Defense
DRL	U.S. Department of State/Bureau for Democracy, Human Rights, and Labor
DROC	Democratic Republic of the Congo
E&E	Europe and Eurasia
ESF	Economic Support Funds
FSN	Foreign Service National
GLJI	Great Lakes Justice Initiative
G/WID	USAID/G/Office of Women in Development
GWIP	Global Women in Politics Program
HR	USAID/M/Human Resources
ICC	International Conference on Corruption
ICITAP	International Criminal Investigative Training Assistance Program
IFES	International Foundation for Election Systems
INL	State/Bureau for International Narcotics and Law Enforcement Affairs
IPC	Implementing Policy Change Project
IRI	International Republican Institute
Justice	U.S. Department of Justice
LAC	Latin America and the Caribbean
Labor	U.S. Department of Labor
MFR	Managing for Results
MSI	Management Systems International
NDI	National Democratic Institute for International Affairs
NEP	New Entry Professional
NGO	Non-governmental Organization
NSC	National Security Council
OE	Operating Expense
OIG	USAID/M/Office of the Inspector General
OP	USAID/M/Office of Procurement
OTI	USAID/BHR/Office of Transition Initiatives
OYB	Operating Year Budget
PASA	Participating Agency Services Agreement
PDD	Presidential Decision Directive
PPC	USAID/Bureau for Policy and Program Coordination
PSC	Personal Services Contractor
RFA	Request for Applications
RFP	Request for Proposals
ROL	Rule of Law
SSO	Strategic Support Objective
State	U.S. Department of State
TAF	The Asia Foundation
TI	Transparency International
UNCHS	U.N. Center for Human Settlements
UNDP	U.N. Development Programme
USDH	U.S. Direct Hire
USG	U.S. Government



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